

Together to the next level



Corporate Social Responsibility Report 2022





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LETTER TO STAKEHOLDERS

Dear Stakeholders,

Given the historic and geopolitical situation we are currently in, full of uncertainty and complexity, we believe it is more important than ever to invest in a corporate culture based on robust, shared values and on building strong relationships with all our stakeholders.

We approached 2022 with this in mind; a year full of change and positive developments on our path toward a more sustainable future.

With this third edition of the CRIF Group Corporate Social Responsibility (CSR) Report for the year 2022, we have strengthened our active dialog with stakeholders. Through their involvement, we have defined a process for assessing the impacts that the Group generates or could generate on the environment, society and people. Together we identified the material topics to guide our sustainability strategy and CSR actions. This fits into our existing path that aims to integrate practices, tools and services to develop increasingly sustainable business models, in pursuit of one of CRIF's key objectives: **to promote financial inclusion and confirm our role as a leading strategic partner by actively supporting customers, businesses, financial players and organizations in their sustainable transition process.**

In this context, CRIF has defined and adopted a Sustainability Plan, the CRIF ESG Strategy 2023-2025, which identifies practical actions and short, medium and long-term objectives for each of the three ESG pillars – Environmental, Social and Governance – with specific KPIs that are continuously monitored to

ensure that the target trajectory is maintained.

The adoption of the Sustainability Plan has played a key role in shaping the Group's sustainable development strategy, actively contributing to the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda.

The achievement of the company's ESG goals involves all its employees, who every day contribute to creating new value with skill and dedication, understanding change and embracing new challenges. People have always been a key asset for CRIF, to be nurtured and valued, strengthening its commitment to creating a positive working environment where inclusiveness, safety and well-being are always guaranteed. This year in particular, we have worked on strengthening the respect and awareness of gender equality through all our HR processes, always guided by the measurement of the most significant indicators in relation to the gender balance goal.

We have also taken a similar path in terms of environmental sustainability, which, starting from data and in particular from the precise calculation of our Carbon Footprint, led to the definition of targets set out in our new Environmental Policy and the CRIF ESG Strategy, for the implementation of practical and targeted actions to reduce emissions and the environmental impact generated by our business processes.



Finally, in line with the objectives of the new European Directive that aims to make companies more accountable and transparent about their impact on people and the environment, this year we decided to submit this Corporate Social Responsibility Report for third-party evaluation as a further guarantee of the objectivity of the information shared and the results we intend to achieve.

Our goal is to deliver on the commitments we have made, being aware of the challenges, but also of the opportunities that may arise from the path we are taking.

We hope you find it an interesting read.

Carlo Gherardi
CEO CRIF GROUP



Highlights

Identity

ESG strategy

People

Community

Environment

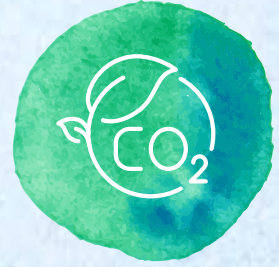
85,6%



Economic Value Distributed



1 New Environmental Policy



Initiation of the Carbon Footprint

calculation according to the 14064 standards

4.521



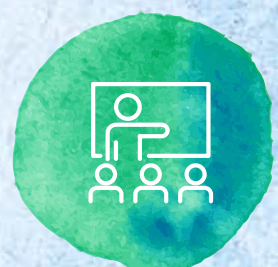
Employees around the world

48%



Women

41,5



Average training hours

26



Associations supported



Great Place to Work

India, Italy, Austria



CRIF Group Profile



CRIF GROUP

CRIF, founded in Bologna in 1988, is an Italian **data-driven company** operating at a global level and specializing in credit and business information systems, analytics, outsourcing and processing services, as well as advanced digital solutions for business development and open banking.

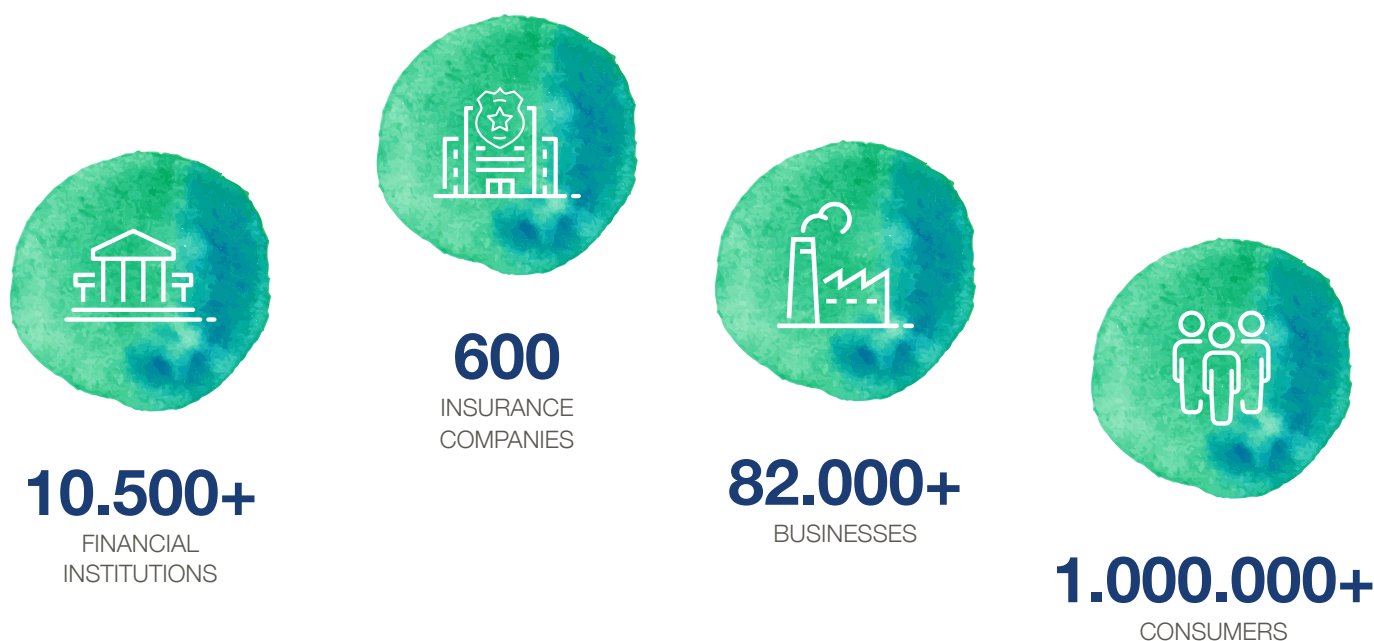
Thanks to a unique data ecosystem, the use of innovative technologies and expertise acquired over more than 30 years in highly competitive markets, CRIF, through its solutions, helps credit supply meet demand, helping institutions to manage lending more efficiently and effectively, and providing specific help to millions of consumers and businesses to access credit more easily. CRIF provides advanced solutions to decision-makers in the banking, financial, insurance, telecommunications, utilities and business world, starting from listening to and understanding the business needs which make each company unique and different.

Creating value and new opportunities for consumers and businesses by providing reliable information and solutions that allow more powerful decisions and accelerate digital innovation are the cornerstones of the company's mission. CRIF has **digital and financial inclusion** at its core, offering innovative and compliant solutions to improve access to credit, enabling excluded and underserved people to access digital financial services.

CRIF is the **leading Group in continental Europe in the field of banking credit information** and one of the main operators on a global level in **integrated business & commercial information** and **credit & marketing management services**.

The company has a significant global presence, operating across four continents (Europe, America, Africa and Asia), with direct activities in over 40 countries.

Thanks to the work of almost 6,000 professionals operating in more than 80 Group companies, today more than **10,500 banks and financial institutions**, **600 insurance companies**, **82,000 businesses** and **1 million consumers** worldwide use CRIF services.



TOGETHER TO THE NEXT LEVEL – VALUES AND MISSION



BEING AT THE CUTTING EDGE

Thanks to our capacity to understand the needs of global markets and to innovate.



PURSUING EXCELLENCE

Ensuring the best quality of service at all times, wherever we work in the world.



THINKING OUTSIDE THE BOX

Always asking ourselves “why not” and not putting limits on reaching challenging objectives.



CHALLENGING TIME

Efficiency in anticipating market needs and moving swiftly into action, keeping us sharp.



WIDENING OUR VIEW

By not taking anything for granted and aspiring to be the best.



EMBRACING WORLDWIDE DIFFERENCES

As citizens of the world, we reach new horizons.

These are the values that have guided CRIF since it was established in its pursuit of its **Corporate Mission**: to **create value and new opportunities** for consumers and businesses by providing reliable information and solutions to allow more effective decision-making and accelerate digital innovation. The promotion and adoption of these values has helped create a corporate culture within the Group that fosters collaboration, a sense of belonging and identity in the corporate values, and the continuous search for quality and innovation.

Every day, CRIF people offer their **knowledge, commitment and passion** to clients, helping them grow: **together to the next level.**

OUR BUSINESS MODEL



INFORMATION

- Credit bureau & data pool
- Business information
- Marketing services
- ESG services & information
- Turn key credit bureau platform
- Property information



OUTSOURCING

- Business process optimization
- Credit collection & special servicing
- Real estate valuation
- Real estate energy & sustainability



INTELLIGENCE

- Advanced & big data analytics
- Open banking suite
- Risk, digital & management consulting
- ESG analytics & advisory
- Credit rating services



CUSTOMER SERVICES

- Financial health and affordability
- Protection from identity theft and cyber risk



PLATFORM

- Customer Journey as a service platform
- Onboarding & remote collaboration
- Customer engagement & business development
- End-to-end credit management platform
- Identification & anti-fraud services

INFORMATION

CRIF's information assets come from a wide variety of sources, from proprietary information to public and alternative data, enabling CRIF to provide not only accurate measurements, but objective and comparative evaluations for creditworthiness assessments, to establish and nurture business relationships and to support national and international business development.

PLATFORM

CRIF supports its clients around the world in digital transformation processes through dedicated platforms that enable fully digital end-to-end processes, strengthening the financial inclusion of consumers and SMEs.

CONSUMER SERVICES

CRIF is committed to facilitating financial inclusion and responsible access to credit through specific services and solutions that enable consumers to check their creditworthiness, monitor their credit information and protect themselves from credit fraud and cyber risks.

INTELLIGENCE

CRIF's advanced analytics enable powerful algorithms to be built to support informed decision-making, for both financial and non-financial institutions, as well as to address specific needs through tailor-made consultancy projects. CRIF's intelligence capabilities span a wide range of services: from standard products and platforms to custom analytics performed by more than 200 data scientists worldwide.

OUTSOURCING

CRIF has developed a dedicated line of outsourcing services which enable, on the one hand, the management of lending processes with end-to-end solutions aimed at the overall optimization of operating activities and, on the other, the valuation of real estate assets, providing qualified support to lenders and investors.



CORPORATE GOVERNANCE SYSTEM

The Group is made up of 88¹ companies, with 90% of its capital held by its founding members and management, with the remaining 10% held by various credit institutions. These include 3 international banks: BNL-BNP Paribas, Deutsche Bank and Banco Popolare (the largest Italian cooperative bank), which have been part of the shareholding group since the 1990s.

Our corporate governance structure is currently organized according to the traditional/standard system, whereby responsibilities are divided between: the General Shareholders' Meeting, the Directors, the Board of Statutory Auditors and the Independent Auditors.

GENERAL SHAREHOLDERS' MEETING

The General Shareholders' Meeting is at the heart of the company and is the means by which the company's intentions are formed through decision-making functions on matters reserved to it by law and the Articles of Association.

The General Shareholders' Meeting appoints the members of the other bodies.

BOARD OF DIRECTORS

The CRIF S.p.A Board of Directors is the collective body entrusted with the ordinary and extraordinary management of the company within the limits and in compliance with the corporate purpose and has the task of representing the company in relation to third parties. It was renewed in May 2023 and consists of nine members, 22% of whom are women. All Board members are over the age of 50.

The Chair of the Board of Directors is also the Chief Executive Officer. The other Board members are not executive or independent members.



¹ Of which 3 companies were acquired in 2022 and are excluded from the non-financial reporting (INNOLVA S.p.A, Innolva Relazioni Investigative S.r.l., Comas S.r.l.)

The Board of Directors is renewed every 3 years, as required by the Italian Civil Code.

Pursuant to Art. 18 of the Articles of Association, the directors are appointed by the General Shareholders' Meeting based on the lists submitted by shareholders, in which the candidates must be listed using sequential numbers.

The submitted lists must be filed at the registered office at least 10 days before the scheduled date of the first meeting.

Each shareholder may submit or participate in the submission of only one list and each candidate may be included in just one list under penalty of ineligibility. Only shareholders that, alone or jointly with

other shareholders, represent at least three per cent of the shares with voting rights at ordinary meetings are entitled to submit lists. In order to prove ownership of the number of shares necessary for the submission of the lists, shareholders must submit and/or send to the registered office a copy of the documentation proving their right to participate in the meeting, at least five days prior to the scheduled date of the first meeting.



BOARD OF STATUTORY AUDITORS

The CRIF S.p.A Board of Statutory Auditors is a supervisory body within the companies and is made up of 5 members (3 standing and 2 substitute) appointed by the General Shareholders' Meeting for a three-year period and re-electable. The Board of Statutory Auditors was renewed in May 2021.

INDEPENDENT AUDITORS

The company appointed for the statutory audit of accounts must by law verify proper bookkeeping and the correct disclosure of the company's operations in the accounting records, as well as the conformity of the separate and consolidated financial statements with the relevant standards for their preparation. It must also verify the true and fair presentation of the financial position, financial performance and cash flows in these documents, expressing an opinion both on the financial statements and on the consistency of the directors' reports with the financial statements.

The current audit company is KPMG S.p.A., appointed by CRIF S.p.A.'s General Shareholders' Meeting on May 18, 2022.

	Number of BoD members	Percentage
 Men	7	78%
 Women	2	22%
<30	0	
30-50	0	
>50	9	100%

SUSTAINABILITY GOVERNANCE

In 2020, CRIF Group started a process of identifying and reporting the environmental, social and governance impacts of its activities on the stakeholder community, in order to promote the Group's commitment to contributing to sustainable development through practical initiatives shared at all levels of the organization, starting from the top.

The CEO and top management team are responsible for Sustainability Governance, integrating ESG factors into the business strategies and decision-making processes that lead to value creation for stakeholders belonging to the CRIF Group ecosystem. In particular, top management is involved in managing activities which concern:

- Overseeing, approving and monitoring the Sustainability Strategy, values, the mission and related policies and objectives.
- Definition of ESG guidelines
- Identification of impacts and material topics for the organization
- Review of the information included in the Corporate Social Responsibility Report

Operating activities related to sustainability are entrusted to the Human Resources department, through the HR Social Responsibility team, which performs the following tasks:

- preparation and editing of the Corporate Social Responsibility Report
- definition and monitoring of impact assessment KPIs
- coordination of the key functions involved in the implementation of the CRIF ESG Strategy
- planning of internal and external awareness-raising initiatives
- integration of ESG factors into human resources management policies
- stakeholder engagement activities

Moreover, in 2021, CRIF Italy established a network of 30 Sustainability Ambassadors appointed by the company, with the aim of raising awareness of the sustainability culture within the Group. The aim of the Sustainability Ambassador network, made up of representatives from different company departments, is to develop practical projects focused on sustainability and related to their department, and to spread sustainability values through training and communication activities aimed at employees.

In line with the objectives set out in the 2021 Corporate Responsibility Report, CRIF has expanded its network of Sustainability Ambassadors at a global level by involving representatives of the main markets in which the company operates. Through the involvement of local HR contacts, 22 Global Sustainability Ambassadors from 20 countries in which CRIF operates (the "CRIF countries") were identified, and starting from the first quarter of 2023, regular workshops aimed at defining priorities and practical projects for the implementation of the CRIF ESG Strategy at a corporate level were initiated.



INTERNATIONAL INDUSTRY NETWORK

CRIF has always invested in best practices and certifications in relation to quality, innovation and security, and is currently a recognized member of global industry associations and organizations:



ACCIS: CRIF is a founding member and Full Member of ACCIS, the Association of Consumer Credit Information Suppliers, established in Dublin in 1990.



EUROFINAS: CRIF is an associate member of Eurofinas, the European Federation of Finance House Associations, which brings together consumer credit providers in the European Union and associations from across the continent, which represent specialist banks and financial institutions.



ECBC: CRIF is a member of the European Covered Bond Council (ECBC), the European platform which brings together operators from the covered bond market. Founded in 2004 by the European Mortgage Federation (EMF).



ASSOVIB and TEGoVA: CRIF is a founding member of ASSOVI, the Association of Italian Property Valuation Companies, which represents the main Italian companies providing valuation services to banks in relation to real estate used as mortgage collateral. In turn, ASSOVI is a Board Member of TEGoVA (European Group of Valuers' Associations), the non-profit organization which brings together 63 valuer associations from 35 countries. TEGoVA is responsible for the European Valuation Standards, cited by the European Central Bank as the reference standards for Asset Quality Review.



FIABCI: CRIF is a member of the International Real Estate Federation (FIABCI), the federation of global real estate associations, and a meeting point for entrepreneurs and professionals from the entire real estate market. FIABCI was founded in Paris in 1948.



CETIF: CRIF is a member of CETIF, the Research Center set up in 1990 within the Catholic University of the Sacred Heart in Milan, which carries out studies and research on the dynamics of strategic and organizational change in the financial, banking, and insurance sectors.



UNIREC: CRIBIS Credit Management, the CRIF Group company specializing in the outsourced management of debt collection, is a member of UNIREC, the association that brings together credit protection service companies in Italy, which in turn is a member of FENCA, the Federation of European National Collection Associations.



FEBIS: CRIF is a member of FEBIS (Federation of Business Information Services), a federation with more than 80 members worldwide providing business information and debt collection services, both nationally and internationally.



ANCIC: CRIF is a member of ANCIC (Italian Association of Business Information and Credit Management Companies). ANCIC member companies operate in the area of collection, analysis and assessment of economic and financial data relating to Italian companies. The objective of the association is to offer its customers an accurate assessment of the solvency and financial capacity of companies with which they have business relationships.



CRIF is a member of **Associazione T6** (Working group on Italian real estate enforcement), which has the aim of developing and spreading ideas, data and observations with the purpose of rapidly contributing to greater efficiency in the real estate dispossession sector.



BIIA: CRIF is a member of BIIA, the Business Information Industry Association, established in Hong Kong in 2005.



European AVM Alliance: CRIF is a member of the European AVM Alliance, which consists of some of the leading AVM service providers in Europe. The aim is to ensure that the value of AVMs is understood by both prospective clients and institutions, promoting transparent and consistent AVM standards across Europe.



ICC Italia: CRIF is an Associate of the Italian National Committee of the International Chamber of Commerce, the world's largest business organization, which promotes an open system of international trade and investment, supporting professionals and businesses in addressing the challenges and opportunities of globalization.



IFAB: CRIF is a member of IFAB (International Foundation Big Data and Artificial Intelligence for Human Development), established to consolidate and supplement the scientific and technological skills available in Italy, supporting the recovery of the entire production system.



IIA – Italian InsurTech Association: CRIF is a founding member of IIA, the association that brings together all the companies and professionals that support the widespread application of new technologies to the Italian insurance industry.



RICS: the CRIF group companies CRIF Services and CRIF Real Estate Advisory, are “RICS regulated”. This designation confirms adherence to the principles that RICS promotes globally: transparency, ethics, and competence. RICS is a world leader in the qualification and definition of internationally agreed standards in all areas of real estate.



SME Finance Forum: CRIF is a member of the SME Finance Forum, which manages a global membership network that brings together financial institutions, tech companies, and financial development institutions with the aim of sharing knowledge, driving innovation in the sector, and promoting SME growth.



WOA – World of Open Account: CRIF is a founding member of WOA, a peer-to-peer community that brings together all players in the Open Account Finance ecosystem. WOA is a collaborative organization, where companies and professionals can share skills and knowledge to develop business activities, discuss their experiences, offer insights and ideas, and participate in webinars and other collective initiatives.



ASSBB: CRIF is a friend of ASSBB, the Association for the Development of Bank and Stock Exchange Studies in Italy, whose mission is to stimulate the interest of academia and the world of research to produce economic, financial and, most of all, banking studies in order to increase the knowledge and professional development of operators in the banking industry.

Ethics and integrity in company processes



RISK MANAGEMENT AND INTEGRATED MANAGEMENT SYSTEM



CRIF has always paid the utmost attention to continuous investment in **quality** and **security**, fundamental components of its mission and an integral part of its corporate culture and value system.

CRIF Group has implemented an **Integrated Management System**, documented through policies and procedures, which it implements and keeps up to date through internal auditing activities, continuously monitors through the application of specific metrics, and improves through continuous improvement initiatives.

The Integrated Management System has a set of related certifications, ensuring it is an effective and efficient tool for the governance and internal organization of processes and staff, in the continuous pursuit of satisfying the needs of customers, third parties and various stakeholders that come into contact with the company.

As part of the maintenance of the Integrated Management System, CRIF guarantees a number of periodic activities and logical, physical and organizational security measures.

To ensure proper governance and continuous improvement, CRIF has created a body called the Quality & Security Forum, which has the task of approving strategic guidelines, policies and security regulations related to the protection of employees and corporate information systems.

QUALITY & SECURITY FORUM AUDITING ACTIVITIES

Application of legislation
on the processing
of personal data



Information security and
quality

Business Continuity

Occupational Health and
Safety

QUALITY - ISO 9001:2015

A certified quality management system is a crucial requirement for the performance of company processes, to improve the effectiveness and efficiency of product development and the supply of services. All aimed at achieving maximum customer satisfaction.

Certified companies: CRIF S.p.A., CRIF Services S.p.A., CRIBIS Credit Management S.r.l., CRIBIS D&B S.r.l., CRIF REAL ESTATE ADVISORY S.r.l. and CRIF Ratings S.r.l.

INFORMATION SECURITY - ISO 27001:2013 CERTIFICATION

The reference information security standard for CRIF is ISO 27001, which defines the requirements for the implementation and subsequent certification of an Information Security Management System (ISMS). It identifies a security management approach based on the definition of structured processes, on the allocation of clear responsibilities and identification of operating procedures.

Certified companies: CRIF S.p.A.

OCCUPATIONAL HEALTH AND SAFETY - ISO 45001:2018 CERTIFICATION

An internationally recognized standard that provides guidance on how to formalize and structure risk management, on the management of legislative compliance (Italian Legislative Decree 81/2008 and subsequent amendments), the promotion of safer working practices and the assessment of occupational health and safety performance.

Certified companies: CRIF S.p.A., CRIF Services S.p.A., CRIBIS Credit Management S.r.l. e CRIBIS D&B S.r.l.



BUSINESS ETHICS AND INTEGRITY

CRIF Group's Governance System is based on the principles of **integrity, honesty, fairness** and compliance with applicable laws, enshrined in the **Code of Conduct, introduced at a Corporate level in all Group companies since 2010.**

In this respect, the main objective of the Code of Conduct is to ensure that the conduct of each stakeholder is based on the principles of **diligence, fairness and loyalty**, as well as on our **Values and Mission**, applying to both internal stakeholders, including members of corporate bodies, employees and contractors, and external, including partners and suppliers.

Within its Code of Conduct, CRIF Group pays special attention to the prevention of any conduct that may involve a conflict of interest, indicating in detail the different behaviors that constitute a breach of the Code of Conduct and specifically describing potential situations that could generate a conflict of interest. In

addition, the organizational measures, procedures and departments involved in dealing with any conflicts of interest are described.

The aim is to develop a business model and relationships based on transparency and integrity. The content of the document is periodically reviewed to ensure that the principles expressed are always up-to-date and integrated with respect to business developments and the context in which CRIF operates.-

In order to enforce the implementation of the principles and values contained in the Code of Conduct, CRIF has in place internal procedures designed, on the one hand, to make both internal and external stakeholders aware of the content of the Code of Conduct and, on the other hand, to ensure its implementation.

Training & Awareness procedure

Communication and training activities tailored to the roles and responsibilities of the recipients.

Assignment of a compulsory course to be taken during onboarding for all new hires, aimed at facilitating the understanding of the principles contained in the Code of Conduct. A signature is required to confirm that the employee has read and accepts the Code.

Grievance Procedure

An internal complaint procedure that allows the reporting of any wrongdoing and/or unlawful conduct (omissive or commissive), that may constitute a breach, even a suspected breach, of the principles set out in the Group Code of Conduct.

All aspects of the procedure are treated confidentially and disciplinary action will be taken if a breach of the Code of Conduct principles is found.

TRANSPARENCY IN RATING PROCESSES – CRIF RATING AGENCY

CRIF Ratings is the CRIF Group rating agency based in Italy, subject to supervision by **ESMA** (European Securities and Markets Authority), and authorized since December 2011 to assign ratings to non-financial companies based in the European Union, in the form of bond issuer and issue ratings.

In order to ensure transparency in the assessment processes and in the production of solicited and unsolicited ratings, CRIF has adopted a specific **Code of Conduct** with the aim of **protecting** users involved in the assessment and issuance of credit ratings and **ensuring** proper management of public and/or **confidential** information, including information received

from the Rated Entity in the context of solicited ratings, used in the assessment and issuance of credit ratings.

CRIF Ratings has also introduced a specific **policy aimed at preventing any actual or potential conflicts of interest** which could arise in relation to CRIF S.p.A.'s rating activities, its directors, managers, rating analysts, employees, or any other natural person whose services are made available or are controlled by CRIF, or any other person controlled directly and indirectly by CRIF.

ANTI-BRIBERY & CORRUPTION

CRIF Group has a zero tolerance approach to all forms of corruption and adopts policies aimed at preventing potentially high-risk situations from arising through the implementation of appropriate anti-bribery and corruption systems. CRIF requires not only its staff, but also all its partners, to share the same values and principles. In the context of the company's anti-bribery and corruption policy, bribery and corruption refer to:

“Any conduct that involves profit-making through the misuse of professional favors or other incentives, including improper offers and payments to or by Group employees.”

The Policy applies to all personnel under any type of employment contract, in any Group company or legal entity, and generally to anyone acting in the name of, on behalf of, or in the interests of the Group and having business and professional relationships with it, and covers:

- Bribes
- Gifts and/or hospitality
- Payments
- Charitable contributions
- At-risk personal/family situations

It is the responsibility of all personnel to avoid any conduct that may give rise to or imply a conflict of interest between their activities and those of CRIF. Therefore, in the event of a conflict of interest or if an employee believes that a situation may result in or lead to a conflict of interest, the employee must report this to his or her manager and/or Human Resources in order to resolve the situation fairly and transparently. CRIF's anti-bribery & corruption policy specifies the types of prohibited behavior and encourages employees to pay attention to certain situations, described in the Code of Conduct, that may give rise to a conflict of interest. In order to prevent such situations from occurring, during the recruitment phase, new hires must accept the Code of Conduct containing these principles and suppliers must sign up to it before entering into business agreements.

All employees are required to undergo specific training on the content of the Code of Conduct and at the time of employment receive, in addition to the Code of Conduct, the HR Handbook, which also sets out the regulated and unacceptable behavior, as well as providing a description of the applicable disciplinary

procedures in the event of a breach of the rules and principles. Indeed, any breach of the company's Anti-Bribery & Corruption Policy that has serious legal and reputational repercussions and that may cause material damage to the Group may result in disciplinary action.

To strengthen this policy, CRIF has also adopted a more specific **Anti-Bribery & Corruption Policy** that applies to all Procurement Department personnel at all levels and grades (permanent, fixed term, or temporary), as well as consultants, contractors, interns and any person performing/in charge of procurement activities, wherever they are located. The purpose of this policy is to establish controls to ensure compliance with all anti-bribery & corruption laws and that CRIF Procurement Department activities are conducted in a socially responsible way. Proactive behavior is required in the case of gifts and/or hospitality received, with employees being required to log any gifts or hospitality received in a personal log subject to Manager review. In all cases of payment on behalf of CRIF, it is necessary to verify whether the amount requested is proportionate to the goods or services provided and to provide a receipt stating the reason for payment.



The company's **"OFAC & Anti-Money Laundering Compliance Policy"** was introduced in 2016, aimed at defining the rules of conduct to which the various Group functions must adhere in order to prevent the use of the financial system for the purpose of money laundering or terrorist financing. The policy applies to anyone involved, even indirectly, in business processes involving incoming and outgoing cash flows and provides a list of possible indicators of anomalies and elements of risk in the performance of its activities that must be notified to the Internal Auditing function whenever they occur. In addition, it is strictly forbidden to:

- establish any type of relationship with subjects of doubtful reputation
- engage in conduct that, although not in itself a criminal offense, could potentially become or be considered a criminal offense.

On the other hand, it is expressly recommended to:

- provide supporting documentation for all incoming and outgoing money transactions;
- adequately formalize contracts and agreements;
- perform intra-group transactions in compliance with applicable regulations and procedures;
- make sure that any money transactions are traceable and reconstructible at all times.

In order to ensure and promote the adoption of transparent behavior, the anti-bribery and corruption policies have been communicated to all CRIF Group employees and to date, there have been no cases of disciplinary action related to bribery or corruption and no penalties for non-compliance with laws or regulations.

Finally, in 2022, CRIF Group, with the aim of ensuring the values of integrity and ethical behavior expressed in its Code of Conduct and to comply with the obligations under European legislation on Whistleblowing (Directive (EU)2019/1937), planned to launch its Business Ethics Policy on a global scale in 2023. The purpose of the Policy is to inform, support and protect anyone who intends to report potential breaches of laws and/or regulations, including bribery, fraud, financial crimes, discrimination and conflicts of interest.



CYBERSECURITY: PROTECTING DATA SECURITY AND INTEGRITY

CRIF is a company specializing in credit information and business information systems, in which the processes of data collection, analysis and processing constitute the core activities of the products and services offered.

For this reason, data security and cybersecurity are key issues for CRIF Group, which has adopted a Privacy Policy in accordance with Regulation (EU) 2016/679 (GDPR) on the protection of personal data and obtained **ISO 27001:2013** "Information Security" certification in 2003 from the certification body DNV, which defines the requirements for the implementation and subsequent certification of an Information Security Management System (ISMS). It identifies a security management approach based on the definition of structured processes, on the allocation of clear responsibilities and identification of operating procedures.

The purpose of an ISMS is to protect data against internal and external threats so as to ensure data integrity, confidentiality and availability, and to guarantee clients, whether credit institutions, companies or private individuals, that CRIF has adopted suitable internal processes and measures aimed at protecting their data and minimizing any potential security risk.

In line with privacy regulations, a **Data Protection Officer (DPO)** has been appointed with the responsibility of overseeing the entire process related to the processing of personal data and privacy risk analysis, monitoring compliance with the regulations on personal data protection, and providing advice and support to the Controller on matters relating to personal data protection. The DPO operates at a Group level and relies on the support of specialist teams that periodically implement a process aimed at identifying the risks the business is subject to (Risk Analysis) and quickly implementing the actions and countermeasures that may be necessary to reduce or mitigate the identified risks (Risk Management).

In this regard, CRIF Group has in place a set of policies and procedures that ensure high levels of cyber and information security and that comply with the regulatory principles of privacy by design and privacy by default, in line with Regulation (EU) 2016/679 ("GDPR"). For each CRIF service used, users are provided with a specific and detailed information notice in accordance with Articles 13 and/or 14 of the GDPR, and each type of processing of personal data is put in place based on the legal grounds referred to in Art. 6 of the GDPR. The data is processed lawfully and fairly, guaranteeing its security and confidentiality, according to the provisions of the GDPR and all other applicable laws.

If users have questions about the processing of their personal data or intend to exercise any of the rights set out in Art. 15 et seq of the GDPR, the company provides e-mail and certified e-mail addresses through which the DPO can be contacted. In the event of a personal data processing violation, a complaint can be submitted to the Italian Data Protection Authority by following the instructions on the website.

CRIF Group has also established a **Security Committee** that is responsible for identifying and, if necessary, defining the appropriate mitigation actions for the management of any issues related to information security. The members of the Security Committee meet on a monthly basis, with regular reporting to the Management Committee by the representative of the Security Committee, the CIO.

More specifically, the Security Committee:

- Provides support in defining the information security documentation, including the information security policy, and, if necessary, on any other applicable regulations;
- Provides support in the development and amendment of emergency plans and in crisis management;
- Manages and coordinates the company's information security process and monitors the involvement of external IT service providers;
- Verifies the implementation of information security measures by business functions;
- Actively participates in IT projects;
- Advises on all matters relating to information security;
- Coordinates training and awareness-raising activities for information security issues.

In addition, every CRIF Group employee receives appropriate training on the processing of personal data through the "CRIF GDPR Training Session" provided on the corporate e-learning platform and through classroom-based courses that enable recognition of the main risks and prevent any attacks on data security.

INTEGRATION OF ESG FACTORS WITHIN THE SUPPLY CHAIN

One of the commitments of CRIF Group's sustainability agenda is to know its supply chain and value chain. In line with previous years, CRIF has continued its internal sustainability awareness-raising exercise in relation to suppliers, organizing strategic training aimed at suppliers to the Italian and German companies, to begin standardizing local in-house knowledge and ensure alignment between the mission and sustainability at a global level.

CRIF Global Procurement bases its conduct on an internal Code of Ethics and acts in compliance with its "Supplier Management" procedure. This defines the operating procedures and responsibilities to ensure that the purchased product/service complies with specified requirements, both through the selection, appraisal and management of the suppliers over time, and using the information contained in Purchase Orders to fully define the supply requirements. Furthermore, it defines a procedure to guarantee compliance with quality, information security and occupational health and safety standards.

About 95% of the overall spending of CRIF Group's Italian companies is spent within Italy. Since CRIF is a company that uses global products and services, and is itself aimed at the global market, some purchases are necessarily made centrally by the Headquarters at an international level.

From an ESG perspective, the focus remains on understanding the maturity of its suppliers with regard to sustainability topics and more specifically the integration of environmental, social and governance factors in the assessment of suppliers in the qualification stage, through the Synesgy questionnaire.

Synesgy is the CRIF Group global digital platform which assesses the commitment of companies to Environmental, Social and Governance (ESG) topics through the completion of a questionnaire.

CRIF GREEN PROCUREMENT POLICY

In 2022, the Green Procurement Policy was launched, which, by defining common guidelines for CRIF Group suppliers, aims to promote a commitment to the values and principles of sustainable development throughout the supply chain. The Green Procurement Policy must be signed by all suppliers to confirm that it has been read and accepted.

The policy is based on three pillars:

- **Corporate Integrity:** compliance with regulatory requirements, integrity and honesty, and the fight against corruption
- **Environmental protection** by monitoring and minimizing environmental impacts
- **Respect for human rights** through a zero tolerance approach to any form of discrimination, child or forced labor, and by ensuring adequate working conditions for its employees.

Out of a total of 1,664 suppliers working with the Italian companies of CRIF Group, 1,590 suppliers have been invited to use the Synergy platform. The Procurement Department also decided to make completion of the Synesgy questionnaire a mandatory part of its qualification process, requiring 100% of new suppliers acquired during the year to register on the portal.

Using the questionnaires completed by Italian suppliers, the Procurement Department defined a roadmap to support its strategic suppliers, in order to trigger a virtuous cycle in the sustainable management of supply streams. The portal registration process was undertaken in Germany, Austria and Switzerland, and the process will continue in accordance with the program, leading to the certification of a growing number of suppliers. One of the future objectives is to complete the mapping of all Group companies served at a corporate level by 2023.

Due to the nature of the business, particular focus is paid to suppliers of product classes considered critical by the Group such as:

- hardware providers: servers, storage, networking equipment
- connection providers
- software development providers
- supplies through procurement contracts

For suppliers not belonging to the critical product classes and/or managed through a contract, the process is performed but is made simpler since the selection takes place based on cost, information quality and security, as well as occupational health and safety parameters.





For critical product classes, a widely used tool for choosing suppliers, by both Italian and international companies, is CRIBIS X, which assesses their financial stability. This Group solution allows management of the entire supplier portfolio by quickly comparing exposure and reliability, and by providing alerts when any of the calculated ratios change. Among other available information, it also provides evidence of:

- Truthfulness and accuracy of company data
- Shareholding structure with details of all shareholders
- Sector of activity and core activities described in the articles of association
- Banks used by the company
- Information from filed financial statements and the respective calculated ratios
- Legal and/or Special Events indicator
- D&B Failure Score history and industry comparison
- Financial Data
- Supplier solvency

In the case of the provision of consultancy services, the qualification and monitoring of its suppliers, both Italian and international, at a corporate level currently involves checks to verify that suppliers have the necessary occupational health and safety certifications. The purpose of these checks is to ensure, among other things, that:

- the tariffs applied safeguard workers in terms of remuneration
- salaries and contributions are paid on time
- workers receive financial compensation in the case of overtime and/or holiday work

The Procurement Department also supports the organization in the management of complex contracts, including due to the need to verify any regulatory obligations, compliance and the responsibilities defined for their management. As a contracting company, CRIF must fulfill the obligations laid down in Art. 26 of Italian Legislative Decree No. 81/08 and also Italian Tax Decree 2020 (Art. 17-bis of Italian Legislative Decree No. 241/1997 introduced by Art. 4 of Decree Law no. 124/2019 converted by Italian Law no. 157/2019).

In the case of outsourced activities, actions are also carried out to request and collect certifications periodically or on expiry (where a date exists), where the certifications are aimed at verifying ISO 14001 compliance, as well as audits of the suppliers themselves to verify the effective compliance with the standard. In the case of product procurement, it is checked that the suppliers have the necessary environmental certifications and are compliant, both in

the quotation stage and in the delivery phase.

Each year, suppliers are assessed by internal clients on, among other things, parameters such as service quality, flexibility, timeliness as well as on ancillary supply costs such as the cost of administrative and business management. Through a computerized survey, the performances of critical suppliers are collected, giving them a score that is fed into the supplier scoring and that also identifies corrective actions in the case of identification of critical issues. Since 2021, the survey has involved internal clients in order to also collect data from foreign companies for critical suppliers.

At the end of 2022, the Global Procurement Portal (GPP) was launched for Italian companies, whose key suppliers were invited to complete their registration within the first quarter of 2023. DACH region companies will also be activated by the end of 2023, with the involvement of their suppliers. The aim is to complete the activation of the remaining companies of CRIF Group by the end of 2023/beginning of 2024. The Global Procurement Portal, as a tool for process digitalization, has initiated:

- collaboration in the signing of contracts using digital signatures;
- the dematerialization of all qualification documents (insurance contribution payment certificate, tax compliance certificate, other certificates, etc.);
- tenders and assignments.

Materiality analysis and CRIF ESG strategy





STAKEHOLDER ENGAGEMENT

SUPPLIERS

PARTNERS

Institutions
Digital Accelerators
Innovation Hubs

CLIENTS

Financial institutions
Insurance companies



COMMUNITIES

Non-profit organizations
Local universities

CRIF PEOPLE

CRIF is part of an open, dynamic ecosystem in which **active dialog with its stakeholders** is a key element in understanding market developments, expectations and needs, and in identifying the aspects of corporate social responsibility (CSR) that can generate significant environmental, social and governance impacts on the stakeholder community.

The regular involvement of stakeholders through diversified communication channels is essential as it enables the company's Sustainability Strategy and CSR actions to be guided by integrating practices, tools and services to develop increasingly sustainable

business models and communicate its commitment to ESG topics and activities. In this regard, CRIF carried out a mapping activity to identify the priority stakeholders on which the company's activities have a direct or indirect impact and the ways in which they regularly interact.

MAPPING OF STAKEHOLDERS AND WAYS OF INTERACTION

EMPLOYEES

- Internal climate surveys to assess the level of company satisfaction and wellbeing
- ESG workshops
- Training and development paths
- Feedback interview during the Performance Management process
- Assistance through ad-hoc communication channels
- Corporate intranet

CLIENTS, CONSUMERS & PARTNERS

- Customer satisfaction survey targeting Bank and Enterprise customers
- Client events (e.g., Finance meeting)
- Dedicated support channels (web chat, call center operators, Public Relations Office counter)
- Consumer satisfaction questionnaire on the CRIF website
- Corporate LinkedIn account

SUPPLIERS

- ESG screening through the dedicated platform, Synesgy
- Questionnaires
- Internal awareness-raising meetings to raise awareness of ESG topics

COMMUNITIES

- Partnership with universities
- Career guidance meetings for young people
- Meetings with local associations
- Training courses (Ethical Footprint)
- Participation in events organized by local associations and institutions
- Studies
- Videos and podcasts for the promotion of financial education





MATERIALITY ANALYSIS

In 2022, CRIF launched its materiality analysis process in line with the 2021 GRI Standards, with the aim of identifying and measuring the actual or potential negative and positive impacts that the Group generates or could generate in relation to the environment, society and people. The discussion with stakeholders on the identification and prioritization of material topics was an important opportunity for self-analysis and awareness to help guide the organization's sustainability strategy.

The materiality process involved 3 steps:

CONTEXT ANALYSIS

Analysis of the main trends and benchmarks relating to sustainability topics (SDGs, SABS, UN Global Compact), taking into account competitors and players in the financial industry, the reference market in which CRIF operates.

An internal analysis was conducted through a workshop with the Sustainability Ambassadors in Italy, represented by the various company departments, looking at the ESG areas and topics relevant to CRIF



IMPACT IDENTIFICATION

For each topic identified, the HR Social Responsibility team identified the actual or potential negative or positive impacts that the company can have on the environment, society and people.



IMPACT ASSESSMENT

This phase included stakeholder involvement to assess the impacts according to 2 indicators, using the methodology shared with the Risk Management team:

- Probability of the impact happening
- Significance of the impact

The internal assessment involved the CEO and frontline staff, through a focus group, and was an opportunity for direct discussion and the completion of a questionnaire.

Externally, CRIF conducted one-to-one interviews with some important clients and suppliers belonging to the CRIF ecosystem.



The following is a bridge table between material topics, impacts and their evaluation, which represents the output of the materiality process and the contribution of the stakeholders involved in the assessment process:

	MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL/POTENTIAL	PROBABILITY	SIGNIFICANCE	IMPACT PRIORITY
ENVIRONMENT	ENERGY CONSUMPTION	Upgrading and improved efficiency of the energy system by CRIF Group with the resulting reduction in electricity consumption thanks to the use of green/renewable energy	ACTUAL	Likely	Medium	SIGNIFICANT
		Increased environmental pollution and greenhouse gas emissions from fossil fuels (coal and petroleum) used for electricity production	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
	CARBON FOOTPRINT	Reduction in GHG emissions through a monitoring and energy efficiency system	ACTUAL	Likely	Medium	SIGNIFICANT
		Scope 1, 2 and 3 GHG emissions generated by CRIF Group	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SOCIAL	WELL-BEING AND HEALTH & SAFETY	Increased focus on health and safety issues, through monitoring of potential risks, specific and periodic training programs and the development of wellbeing initiatives	ACTUAL	Likely	High	SIGNIFICANT
		Increase in the rate of work-related injuries due to the lack of a health and safety culture and increase in the rates of dissatisfaction with the working environment due to the lack of wellbeing policies	POTENTIAL	Unlikely	Medium	NOT SIGNIFICANT
	DIVERSITY AND INCLUSION	Creation of a working environment in which all staff members feel included, valued and free to express their potential thanks to training programs and awareness-raising activities	ACTUAL	Likely	High	SIGNIFICANT
		Lack of a system to monitor performance review processes and reward processes that could lead to discrimination	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

Identity

ESG strategy

People

Community

Environment



SOCIAL

MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL/POTENTIAL	PROBABILI- LITY	SIGNIFICAN- CE	IMPACT PRIORITY
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS	Development of new skills in line with market demands and trends as well as potential, with a specific focus on young talent and an increase in the hire rate for Generation Z	ACTUAL	Likely	High	VERY SIGNIFICANT
	Employee dissatisfaction due to the lack of training policies and growth plans to develop potential	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS	Investment in the economic and social development of the local area CRIF operates in, fostering its growth	ACTUAL	Likely	High	SIGNIFICANT
	Lack of investment in the local area and resulting loss of opportunities for the development of local entrepreneurship	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
	Digital and financial literacy and inclusion through ad-hoc campaigns	ACTUAL	Likely	High	SIGNIFICANT
	Difficulty in accessing financial instruments due to a lack of financial education programs	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT
CONSUMER SATISFACTION	Improved service and relationship with consumers through customer satisfaction analysis	ACTUAL	Likely	High	VERY SIGNIFICANT
	Lack of an active monitoring and listening system that identifies consumer needs	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT
SERVICE RELIABILITY AND QUALITY	Improved access to credit and support to clients and consumers in making more informed decisions through the provision of reliable and innovative solutions and services	ACTUAL	Likely	High	VERY SIGNIFICANT
	Difficulty in accessing credit and loss of business and investment opportunities due to a lack of transparent communication on how to access credit information and manage credit risk.	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT

	MATERIAL TOPIC	IMPACT DESCRIPTION	ACTUAL/POTENTIAL	PROBABILITY	SIGNIFICANCE	IMPACT PRIORITY	
SOCIAL	INNOVATION AND DIGITALIZATION	Investment in research and startup projects, with a view to supporting the development of high-tech entrepreneurship	ACTUAL	Unlikely	High	SIGNIFICANT	Identity
		Failure to develop a market segment linked to technological innovation resulting in a loss of competitiveness and attractiveness for the country system	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT	
GOVERNANCE	BUSINESS ETHICS AND ANTI-CORRUPTION	Integrity and transparency in the market and protection of service users	ACTUAL	Likely	High	VERY SIGNIFICANT	ESG strategy
		Non-compliance with laws, regulations and external standards, and unethical business conduct that negatively impacts society and the economy	POTENTIAL	Very Unlikely	Medium	NOT VERY SIGNIFICANT	
	BUSINESS CONTINUITY	Implementation and continuous updating of business procedures to mitigate operational risks and ensure business continuity and availability/accessibility of key processes and services for clients and consumers	ACTUAL	Likely	High	VERY SIGNIFICANT	People
		Potential disruption of core service delivery due to a lack of business continuity procedures, with negative consequences for stakeholders	POTENTIAL	Unlikely	Medium	NOT VERY SIGNIFICANT	
	CYBER SECURITY	Updating of security measures to ensure the confidentiality and integrity of personal data, including in the event of cyber attacks	ACTUAL	Very Likely	Very High	VERY SIGNIFICANT	Community
		Cyber attacks or acts of negligence that may compromise the confidentiality and integrity of personal data	POTENTIAL	Unlikely	High	SIGNIFICANT	
	SUPPLY CHAIN	Increase in suppliers assessed according to ESG criteria	ACTUAL	Likely	Medium	SIGNIFICANT	Environment
		Lack of a supply chain monitoring system, compromising the generation of positive impacts	ACTUAL	Unlikely	Medium	NOT VERY SIGNIFICANT	



ASSESSMENT SCALE

VALUES	LEVEL	DEFINITIONS/CRITERIA
1	Very Unlikely	Impact is extremely unlikely to occur (frequency of occurrence: multi-year - less than every two years)
2	Unlikely	Impact is not very likely to occur (frequency of occurrence: annual/six-monthly - 1 or 2 times a year maximum)
3	Likely	Impact is likely to occur (frequency of occurrence: monthly/quarterly - 1 or more times per quarter)
4	Very Likely	Impact is extremely likely to occur (frequency of occurrence: monthly/weekly - several times a month or a week)

VALUES	LEVEL	DEFINITIONS/CRITERIA
1	Low	In the event of a negative impact, the effects of exposure are rapidly reversible. The event generates negligible effects in economic, environmental and social terms. The impact is temporary and on a local scale.
2	Medium	In the event of a negative impact, the effects of exposure are reversible with short recovery times. The event generates non-negligible effects in economic, environmental and social terms. The impact is temporary and on a national scale.
3	High	In the event of a negative impact, the effects of exposure are reversible but with long recovery times. The event generates significant economic, environmental and social effects. The impact is prolonged and on a national scale.
4	Very high	In the event of a negative impact, the effects of exposure are irreversible. The event generates very significant effects in economic, environmental and social terms. The impact is prolonged/permanent and on an international scale.

The impact significance assessment was carried out using the following matrix, aligned with the organization’s risk assessment methodology:

		Significance level				
		4	8	12	16	
PROBABILITY	10 a 16	4	8	12	16	Significance level
	7-8-9	3	6	9	12	
	4-5-6	2	4	6	8	
	1-2-3	1	2	3	4	
		RELEVANCE				

With regard to the involvement of external stakeholders, all those interviewed acknowledged the importance of the material topics identified by CRIF, strengthening their confidence in the organization and in the proper management of these topics.

In particular, the interviewed clients and suppliers recognized the strategic importance of four main material topics:

- **Data security and data protection:** careful data management has real impacts on both the organization in terms of the reliability of the service offered to clients, and for the wider community in terms of creating shared value.
- **Service reliability and quality:** CRIF’s focus on service reliability and quality has positive consequences that extend beyond corporate boundaries, impacting the social fabric as a whole. The services offered enable the

promotion of financial inclusion, improving access to credit in compliance with current regulations and enabling excluded and underserved people to access financial services.

- **Investment in talent, training and development projects:** investing in people allows CRIF to enhance the quality of its human capital, both at a specific level for the company's internal personnel, who are adequately qualified to deal with the constantly evolving challenges, and beyond the company itself, contributing to the development and consolidation of skills in the local area.
- **Innovation and digitalization:** the subject of innovation and digitalization is of strategic importance to be able to address current and future needs. To deal with these needs, it is becoming increasingly important to integrate and coordinate digitalization with sustainability topics.

Based on the significance assessment and taking into account the important output from the interviews conducted with external stakeholders, the material topics were prioritized as follows:

LIST OF MATERIAL TOPICS

CYBERSECURITY	The maintenance and constant updating of cybersecurity measures in order to ensure the confidentiality and integrity of personal data by preventing any cyber attacks that could compromise data protection.
SERVICE RELIABILITY AND QUALITY	Offer of reliable and innovative solutions and services that take into account the quality of the information managed, improving access to credit and supporting clients and consumers in making more informed financial decisions.
CONSUMER SATISFACTION	Attention to customer satisfaction thanks to the presence of multiple listening channels and systems for monitoring satisfaction levels to intercept client and consumer needs and to ensure the constant improvement of the service offered.
BUSINESS CONTINUITY	Implementation and continuous updating of business procedures to mitigate operational risks and ensure business continuity and availability/ accessibility of key processes and services for clients and consumers.
BUSINESS ETHICS AND ANTI-CORRUPTION	Promotion of a business management model based on principles of professional ethics and integrity and containing measures and mechanisms to prevent corruption and ensure transparency in the market, protecting users of the Group's services.
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS	Development of growth paths through the use of tools such as training, mentoring and coaching that allow the acquisition of new skills in line with market demands and trends, with a specific focus on young talent.
INNOVATION AND DIGITALIZATION	Building partnerships with startups, digital accelerators, academia and research, and national and international hubs dedicated to cutting-edge topics in order to foster development of the local entrepreneurial fabric linked to technological innovation and to offer innovative solutions and products that enable them to be at the forefront of an ever-changing context.
DIVERSITY & INCLUSION	Promotion of D&I policies that foster social inclusion and respect for human rights, creating a working environment in which all staff members feel included, valued and free to express their potential.
SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS	Investment in the economic and social development of the local area CRIF operates in, supporting its growth and local communities through digital and financial inclusion projects and ad-hoc campaigns.
WELLBEING AND HEALTH & SAFETY	Existence of policies and procedures that ensure a safe working environment and promote wellbeing actions and programs aimed at supporting the engagement and wellbeing of the entire company population.
SUPPLY CHAIN	Integration of ESG factors into supplier assessments to monitor ESG impacts throughout the supply chain.
ENERGY CONSUMPTION	Periodic assessment of energy performance and identification of actions to optimize energy efficiency.
CARBON FOOTPRINT	Measurement of the CRIF Carbon Footprint aimed at estimating and identifying the main categories that generate an environmental impact and setting targets for reducing GHG emissions into the atmosphere.

CRIF ESG STRATEGY: CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

The sustainability path, officially launched with the publication of the first Corporate Responsibility Report in 2020, has evolved to reflect the need to integrate new qualitative and quantitative ESG objectives that can be achieved in the short, medium and long term. In 2022, CRIF developed its 2023-2025 Sustainability Plan with the aim of making a tangible contribution to sustainable development and the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda, signed by all United Nations member states.

The plan is based on an analysis of the international sustainability framework, best practices in the sector in which CRIF operates and on listening to stakeholders, thus allowing the Group's position to be monitored in relation to ESG topics. Thanks also to non-financial reporting and benchmarking analysis, it was possible to identify reference KPIs to be measured, creating

a baseline on which the objectives of the CRIF ESG Strategy were developed.

The Sustainability Plan is structured around the three Environmental, Social and Governance pillars. Action areas were identified for each of these and short, medium and long-term actions and KPIs were developed, aligned with the SDGs.

The CRIF Sustainability Plan objectives will be regularly monitored, and with a view to continuous integration, new targets will be defined in line with the results achieved and the constant listening to the market and stakeholders, in order to increasingly integrate ESG factors into the business model and business processes, generating value for the economy, the environment and people.

The results achieved will be reported within each edition of the Corporate Social Responsibility Report.



CRIF GROUP'S COMMITMENT TO ACHIEVING THE SUSTAINABLE DEVELOPMENT GOALS.

CRIF has aligned its ESG Strategy and sustainability reporting with the international framework, with the aim of actively contributing to the achievement of the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda, signed in 2015 by all UN member states, increasingly integrating ESG factors into its business models and generating a positive impact on the environment, society and stakeholders of the CRIF ecosystem.

CRIF ESG STRATEGY PLAN 2023-2030

ENVIRONMENT

Environmental management system: assessment and certification

Carbon footprint calculation

Renewable energy plan (Italian perimeter)

SOCIAL

Gender equity

Women empowerment

Welfare: health and well-being promotion

People: training and development

Human rights

GOVERNANCE

Global sustainability ambassador

ESG factors in leadership model

ESG mbo targets

ESG risk assessment and monitoring



ENVIRONMENT



TARGET	SHORT TERM TARGET: 2023	MEDIUM TERM TARGET: 2024-2026	LONG TERM TARGET: 2030
ENVIRONMENTAL CERTIFICATION	<p>ISO 14064 (standardized process for conducting a verification of a GHG inventory and a reduction process): by June 2023 CFP calculation on 2022 data (Italy). By end 2023 get ISO 14064 for Italy and starts calculation in EU countries (Vienna, Prague, Krakow, Bratislava, Hamburg, Greece)</p> <p>ISO 14001 (internationally agreed standard that sets out the requirements for an environmental management system): by end 2023 gain 14001 for Italy (1 building) and close assessment phase for 1 EU country (i.e. Austria)</p>	<p>ISO 14064: Carbon Footprint calculation on 2023 data in main EU countries (by June 2024) to be included in 2023 Report. Extend CFP calculation to other EU countries.</p> <p>ISO 14001: getting certification (additional building Italy). On the basis of 2023 assessment results, extend to other Countries.</p>	<p>ISO 14064: Carbon Footprint calculation on 2023 data in main EU countries (by June 2024) to be included in 2023 Report. Extend CFP calculation to other EU countries.</p> <p>ISO 14001: getting certification (additional building Italy). On the basis of 2023 assessment results, extend to other Countries.</p>
RENEWABLE ENERGY	<p>Improve building energy performance with building optimization (Italian perimeter). Implement new photovoltaic system.</p>	<p>50% of premises energy coming from renewable energy (Italian perimeter)</p>	



SOCIAL



TARGET	BASELINE 2022	SHORT TERM TARGET: 2023	MEDIUM TERM TARGET: 2024-2026	LONG TERM TARGET: 2030
INCREASING THE AVERAGE OF TRAINING HOURS PER EMPLOYEES*	18	20 (monitoring equal training opportunities)	25 (monitoring equal training opportunities)	35 (monitoring equal training opportunities)
MANTAINING OR INCREASE % OF EMPLOYEE SATISFACTION DURING ENGAGEMENT SURVEY	82% of respondents giving a good satisfaction Rate (baseline 2021)	Action plan implementation starting by survey results to improve or maintain % of employees satisfaction rate	Action plan implementation starting by survey results to improve or maintain % of employees satisfaction rate. Run at least 2 corporate benefit initiatives as part of the Action plan	
PROMOTE HUMAN RIGHTS		Publication of Human Rights Policy	Training/Awarness campaign to promote Human Rights Policy	
INCREASING WOMEN EMPOWERMENT		<ul style="list-style-type: none"> • Publication of D&I policy • Introducing International Women Day event • Equal Opportunity certification (Italy) 	<ul style="list-style-type: none"> • Supporting equal opportunities projects within local communities • Launch local initiatives to raise awareness on D&I topic (through Global Ambassador Network) 	
INCREASE % WOMEN IN MIDDLE MANAGEMENT	35%	Implementation of specific dashboard to monitor and ensure equal opportunities in career development	36% -38%	40%
ENSURING GENDER BALANCE DURING RECRUITING AND PROMOTION PROCESS	Company population: 48% Women and 52% Men 55% Men promoted 45% Women promoted	Implementation of specific dashboard to monitor and ensure: <ul style="list-style-type: none"> • equal opportunities in hiring and promotion process • balanced distribution of salary increases (with margin of tolerance 5%) 		

GOVERNANCE



TARGET	SHORT TERM TARGET: 2023	MEDIUM TERM TARGET: 2024-2026
ESG GOVERNANCE	<ul style="list-style-type: none"> • Launch of Global Sustainability Ambassador committee • Introducing ESG factors in the Leadership Model 	<ul style="list-style-type: none"> • Introduction of ESG team • Setting ESG MBO targets (only managers) • Publication of CSR Policy





MEMBERSHIP OF ESG ASSOCIATIONS

To formalize its commitment to sustainability, CRIF joined the following organizations in 2022:



The Global Reporting Initiative is a standard CSR reporting format, and its indicators are used by CRIF as well as by more than 1000 companies worldwide.



CRIF has signed up to the 10 principles of the United Nations Global Compact on human rights, labor, the environment and the fight against corruption, an initiative set up to encourage businesses to adopt sustainable and socially responsible policies and to report on their implementation.



The Swisscleantech trade association has around 500 members from all sectors. Its members have committed themselves to the climate and signed its Charter. The aim is to shift policy and society and so that Switzerland becomes carbon neutral by 2050 at the latest. This is how climate-friendly business works.



The objective of ASviS (Italian Alliance for Sustainable Development), created on the initiative of the Unipolis Foundation and the University of Rome “Tor Vergata”, is to raise awareness of the importance of sustainable development among Italian society, business players and institutions, bringing together all those involved in achieving one or more of the 17 SDGs to help define an appropriate national strategy to be achieved by 2030.



Since 2022, CRIF has been a member of Impronta Etica, a non-profit association established in 2001 for the promotion and development of sustainability and corporate social responsibility. Impronta Etica aims to promote sustainability-oriented processes in Italy and Europe, acting as a driver for member companies to translate their drive for innovation into sustainable competitive leadership experiences.



CRIF professionals are members of Sustainability Makers, the Italian association that brings together professionals dedicated to defining and implementing sustainability strategies and projects in companies and other organizations. The association is involved in training and promoting such professionals with the aim of increasing skills and leadership, through training and networking activities, studies and research, workshops and webinars.



Green Building Council Italia: CRIF Services, as an active operator providing services for the real estate sector, is an associate of the Green Building Council Italia, a non-profit association that aims to promote and accelerate the spread of a green building culture, to raise awareness among the public and institutions of the impact of how buildings are designed and built on the quality of life of citizens, and to provide clear benchmarks for industry operators.

CRIF's information assets supporting the sustainable transition





For more than 30 years, CRIF's success has been built on the unique information assets of its credit bureau, the leading credit bureau in Italy, which supports credit management and lending to millions of households and businesses. CRIF INFORMATION CORE, the Group information assets, comprising over 40 different sources of both public and CRIF proprietary information:



100+ predictive indicators

40+ information sources

1+ billion pieces of raw data

It comprises the largest information assets in Italy in terms of variety and availability of information to support markets and clients, and also stands out in the international landscape for its quality, accuracy, completeness, and security, thanks to over 30 years' experience in strategic data management.

Thanks to CRIF's international experience and the use of innovative and state-of-the-art technologies, the CRIF Scores guarantee a high predictive power in support of all business areas: from default risk to physical risk, to risk appetite, to digitalization, to the risk of an employee leaving the company.

Through its data ecosystem and the application of CRIF Scores, i.e., analytics developed across the entire information assets, CRIF makes available its know-how to consumers, credit companies, businesses, telcos, insurance companies and utilities to help them make informed decisions.

APPROACH TO ARTIFICIAL INTELLIGENCE

CRIF is committed to promoting ethical and transparent uses of Artificial Intelligence (AI) systems, through successful collaboration with the University of Bologna and active dialog with key institutional stakeholders.

The synergies developed with the Department of Computer Science and Engineering at the University of Bologna have enabled activities to be carried out to ensure the explainability of AI-based models^{1 2}, preempting part of the obligations set out in the proposed AI regulations under discussion at a European level.

The robustness of the results achieved has enabled the development of explainability as a compliance tool to ensure an adequate level of transparency in relation to customers and end-consumers, in line with the guiding principles of the European framework, in the working groups of the main trade associations at a European level and in the contacts with European institutional stakeholders. On the other hand, CRIF's efforts also focused on compatibility between AI uses **and privacy protection, with the development of dedicated analyses and studies leading to a new solution to determine the probability of re-identification of a subject starting from a database that previously underwent anonymization processes**^{3 4}



1 <https://arxiv.org/abs/2001.11757> - Statistical stability indices for LIME: obtaining reliable explanations for Machine Learning models

2 <https://arxiv.org/abs/2006.05714> - OptiLIME: Optimized LIME Explanations for Diagnostic Computer Algorithms

3 <https://arxiv.org/abs/2204.06297>

- Enabling Synthetic Data adoption in regulated domains

4 <https://www.crif.com/knowledge-events/resources/the-value-generation-power-of-open-innovation-a-success-story/>

- The value generation power of Open Innovation: a success story on the development of CRIF's first synthetic data evaluation framework



FROM DATA TO METADATA: INNOVATION AT THE SERVICE OF FINANCIAL PLAYERS

The **CRIF data ecosystem** has evolved significantly in recent years and has been continuously enriched, first with the introduction, for example, of financial statements information, trade payments and, more recently, open banking and digital footprint data. The concept of CRIF Metadata summarizes CRIF's distinctive value proposition, which in Italy offers a unique combination of data, intelligence, technology platforms, outsourced services, as well as consumer services, providing indispensable support to banks and insurance companies in tackling the new challenges that lie ahead.

INTELLIGENCE

Data alone, however, does not create value. We also need **intelligence**. A data-driven company to its core, CRIF, as well as expanding its information sources, has invested heavily in its **ability to process millions of pieces of data using advanced artificial intelligence and machine learning techniques** to produce management indicators and scores. For example, in relation to **Environmental, Social and Governance** issues, CRIF has developed 20 synthetic indicators starting from 160 variables to arrive at a single, powerful number that shows to what extent a company is ESG compliant, and therefore how creditworthy it is.



CRIF INTELLIGENCE PROVIDING SUPPORT TO INSTITUTIONS

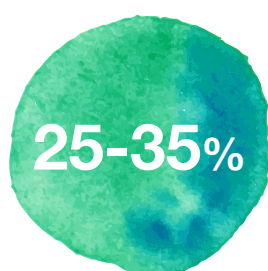
CRIF has developed an index that, by processing information on more than 5 million companies, shows the eligibility of each company in relation to the requirements of the **National Recovery and Resilience Plan** and how to access the funds, using only the company VAT number.

- **Platform**

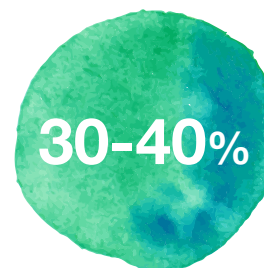
Having said that, intelligence itself is not enough: **technology** is required to make this information usable and ready to use. An example of this is **payments on digital channels** (e.g., BNPL), where CRIF has developed a dedicated platform that, in less than a second, allows financial players to evaluate an e-commerce purchase request to pay in installments for a product/service.

- **Outsourcing**

In a context of scarce resources and complex and turbulent markets, companies also need to be able to focus on their core business while benefiting from specialist and flexible support. CRIF offers a distinctive range of **outsourcing services** in areas of particular added value. Entrusting services to specialist outsourcing teams – in synergy with data, intelligence and advanced technology platforms – brings real benefits to financial players in terms of cost reduction, time savings and improved quality of services, resulting in a positive return on customer satisfaction. This is the case in the **property market** – where CRIF Real Estate Services carries out more than 130,000 property valuations a year for a value of €50 billion – as well as in **Business Process Optimization for credit and KYC/AML**, and in **credit collection** and **NPL Management**. Here are some of the figures for CRIF Outsourcing for financial players:



reduction in provisioning for the retail portfolio thanks to specialist debt collection management



optimization of time to cash thanks to the support for application processing and loan disbursement processes.

CASE STUDY: COMBATING FINANCIAL CRIME - KYC MORE GOVERNANCE

CRIF's commitment translates into all ESG factors. For the Social and Governance factors, CRIF promotes the dissemination of best practices and advanced technological solutions to foster inclusion and monitor financial risks, in particular to combat financial crime and comply with KYC (Know Your Customer) regulatory obligations.

In 2022, Intesa Sanpaolo and UniCredit, two of Italy's leading banks, started working with CRIF to use the KYC More digital platform. The latter improves the effectiveness of audits, reduces the manual work of compliance staff and accelerates the onboarding of new customers, in full compliance with the reference regulations in Italy and multiple countries (AML, GDPR, etc.). Adopting these solutions is critical to complying with regulatory obligations and preventing unlawful behavior, which can have negative consequences for the stability of the economy and society as a whole.



INTEGRATED COMMUNICATION CAMPAIGN

The innovative proposal of CRIF Metadata was also at the heart of a **communication campaign** outlining the tangible results achieved by clients through CRIF's distinctive assets. The media mix integrated multiple channels and touchpoints, including multi-subject advertising in the press, web communication and on social media.



**RESTARE Immobili
NON F4 PER N01.**

Oltre 200.000 valutazioni immobiliari all'anno. Più che dati, CRIFMetadata®.


I CRIFMetadata® garantiscono risultati eccellenti in tempi rapidissimi. CRIF serve oltre 350 player finanziari mettendo a disposizione 1000 professionisti e l'esperienza di più di 15 anni di leadership sul mercato. **Scopri di più su crif.it/valutazioneimmobili**




**LA VELOCITÀ
NON È UN'OPINIONE.**

Meno di 1 secondo per valutare la rateizzazione di un acquisto e-commerce. Più che dati, CRIFMetadata®.


I CRIFMetadata® garantiscono massima velocità e accuratezza nel riconoscimento, acquisizione e valutazione del cliente. CRIF accelera il processo di trasformazione digitale di oltre 700 player finanziari nel mondo. **Scopri di più su crif.it/e-commerce**

**SCEGLI SOLO CLIENTI
SOSTENIBILI.**

-50% di rischio creditizio per le imprese a forte vocazione ESG. Più che dati, CRIFMetadata®.


I CRIFMetadata®, grazie a più di 100 algoritmi dedicati a ciascuna dimensione ESG, permettono di identificare con accuratezza le imprese con maggiori caratteristiche ESG e quindi di indirizzare con successo ogni proposta di servizio finanziario. **Scopri di più su crif.it/esgscore**




**LA DIFESA È
IL MIGLIOR ATTACC0.**

1,6 milioni di cyber alert all'anno. Più che dati, CRIFMetadata®.

I CRIFMetadata® intercettano possibili attacchi all'identità digitale e ai dati personali dei tuoi clienti, avviando prontamente i relativi meccanismi di protezione. Nel 2022 CRIF ha difeso 400mila clienti di oltre 20 player finanziari. **Scopri di più su crif.it/rischicyber**




**NESSUNO CI VEDE
MEGLIO DI N01.**

40% delle frodi intercettate alla sottoscrizione di una polizza assicurativa. Più che dati, CRIFMetadata®.

I CRIFMetadata®, grazie a metodologie proprietarie di machine learning, permettono in tempo reale di misurare il rischio di frode. Oltre 600 compagnie in 50 paesi del mondo utilizzano i servizi CRIF Insurance. **Scopri di più su crif.it/assicurazioni**




**IL RATING
VALE UN CAPITALE.**

80 banche in Europa ottimizzano credito e RWA grazie all'utilizzo di rating ECAI sulle imprese. Più che dati, CRIFMetadata®.

I CRIFMetadata® ottimizzano la gestione del capitale delle banche europee che hanno già scelto CRIF Ratings, la principale agenzia di rating italiana con attività internazionale, autorizzata ECAI. **Scopri di più su crif.it/ratingecai**



STAGES OF THE ESG JOURNEY

ESG JOURNEY

The introduction of the Sustainable Development Goals (SDGs) of the UN 2030 Agenda signed by all UN member states and the introduction of the European Green Deal, the roadmap to reducing CO₂ emissions by 55% by 2030, inevitably drove businesses, credit institutions and insurance companies to review their business models and the impact of their operations on the planet and society.

Within this cultural revolution, CRIF facilitates and accelerates this evolution by actively supporting its clients, and more generally the community of businesses, financial players and organizations, in the process of sustainable transition, through a dedicated suite of services known as the **ESG Journey**. This suite comprises a structured ecosystem of indicators, analytics and tools that enable the collection of information and the processing of business information assets, in order to build advanced models, predict the risks to be assessed, and estimate the compliance of a company with European ESG policies.

Thanks to a rich data lake and the creation of ad-hoc questionnaires, CRIF has developed its ESG Journey, which aims to support the financial market with comprehensive, modular and intuitive solutions.

Some of the milestones CRIF has achieved during its ESG Journey include:

CRIF becomes a member of the Energy Efficient Mortgages Initiative Commission for the definition of the first European Sustainable Retail Loan and Green Mortgage

2017

Development of Governance Risk Index

2018

Contributed to defining the Super Ecobonus standards

2019

2020

Involved in TrAnsparEEn, a European project to create an ESG data collection scheme

CRIF Ratings integrates environmental and social factors into its corporate ratings

2021

CRIF wins G20 Tech Sprint with Climate Risk Analytics Suite

Certification of consultants as ESG Advisors

Launch of Synesgy

2022

Launch of REPAiR Lab, the research and innovation laboratory for the study and promotion of sustainable finance in collaboration with SDA Bocconi, School of Management

CRIF supports leading Italian banks in the execution of the ECB climate risk stress test

CRIF is invited to present SynESGy to the World Bank sustainability working group





CONTRIBUTION TO SUSTAINABLE FINANCE: REPAIR LAB

CRIF, in collaboration with SDA Bocconi School of Management, set up a new research and innovation laboratory, REPAiR (Responsible, Patient and Reliable Finance), dedicated to the study and promotion of sustainable finance.

REPAiR Lab was set up to meet the need of all stakeholders involved in the ESG ecosystem, namely institutions, companies, financial players and end users, for new knowledge and to support them in their transformation toward a new way of optimizing finance through the production and dissemination of research, benchmarks and analytical indicators that can be applied to business and service models.

The Lab studies and promotes sustainable finance through a network of Italian and international experts in the regulatory and analytical fields, for the development of new models and strategies to support the sustainable transition. REPAiR came about from the awareness that finance is about respect and sharing, transparency and accountability.

The initiative is a key element in CRIF's innovation path on ESG topics and responsible finance. Thanks to the contributions of REPAiR Lab, the company is certain it can develop new valuable assets to support Italian financial players and companies, also fully exploiting the opportunities of the National Recovery and Resilience Plan with the "Green revolution and ecological transition" mission.

In 2022, based on REPAiR Lab's research work, **a study was presented on the application of an original score developed to help financial players and companies to estimate the impacts of the transition to a low-carbon economy applicable to the population of more than 5 million Italian companies.**



ESG Consultancy

The CRIF ESG Consultancy team, comprising certified ESG Analysts, Data Scientists and Risk Management Consultants, supports clients using ESG Analytics in the process of integrating ESG principles into the business model and internal control systems, defining and implementing a practical action plan that helps achieve the SDGs of the UN 2030 Agenda and sustainable finance objectives.



Climate Risk Analytics Suite (CRAS) for climate change analysis

The Climate Risk Analytics Suite is a digital platform, launched by CRIF together with RED, that supports financial institutions and businesses in one of the most important challenges relating to ESG: measuring and monitoring financial risks relating to climate change. The platform estimates the forward-looking impact of physical risk when natural or climate-related catastrophic events occur and enables an assessment of the company and customer portfolio, and a climate change scenario analysis to quantify the risk to corporate assets and the potential negative impacts in the short and long term caused by climate change transition risk.



ESG Ratings

In addition to assessing credit risk, CRIF has been providing Environmental, Social and Governance (ESG) profile assessments of non-financial companies since 2019. ESG Ratings can accelerate the path to an increasingly sustainable financial approach for companies, highlighting the key elements that need to be addressed to strengthen a company's ESG profile. Furthermore, ESG Ratings allow banks and investors to consider the ESG profile of companies when making lending or investment decisions, giving them a more complete view of social and environmental risks and impacts, as well as financial.

Synesgy is a global digital platform that, through the implementation of a specific questionnaire based on national and international sustainability standards and frameworks (Global Reporting Institute, Sustainable Development Goals and EU Taxonomy), enables companies to self-assess their ESG performance and identify their strengths and areas for improvement, helping to establish an appropriate sustainability strategy. The Synesgy platform provides an easy, direct and global ESG assessment without compromising on local sustainability requirements. As a result, the localized questionnaire is based on a two-level approach: a core part with questions about Business &



Strategy and the three pillars - Environmental, Social and Governance - as well as a module assessing the specific business segment. The answers provided are subject to a rigorous two-level quality control system based on automated and manual checks that rely on the availability of dedicated local customer support. Overall, Synesgy calculates an ESG score and automatically generates a final completion certificate and an action plan.

The Synesgy questionnaire is certified by CRIF Ratings (CRA), which is recognized at a European level.

Today, over 700 large companies use Synesgy to manage their supply chain, involving a total of over 200,000 companies in ESG assessments.



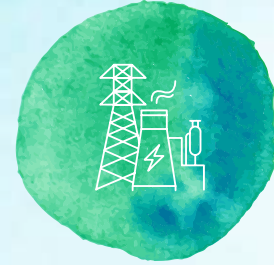
4 Continents

Europe, Asia, Africa and USA



27 countries localized

the Synesgy platform has been localized in 27 countries, enabling easy, direct and global use without compromising on local requirements. The aim is to localize the questionnaire to the regulatory and business references of the country the company is based in



36 specific industries

the Synesgy platform covers different industries, locations and business sizes and contributes to global business sustainability. 36 industry sectors have been mapped. For each industry category, we monitor how the company integrates sustainability into every phase of its operations and management systems.



Real estate energy & sustainability

The real estate sector is crucial to achieving the EU's sustainability and economic transition targets. Indeed, real estate accounts for 40% of energy consumption and 36% of CO2 emissions.

Since 2010, CRIF has built up unprecedented experience through active participation in several European Commission projects and working groups (e.g., the Energy Efficient Mortgage Initiative), membership of the Green Building Council and by developing a wide range of solutions and services for financial institutions, businesses and consumers. CRIF Real Estate services in the area of sustainability analyze the specific characteristics of the property, taking into account ESG factors and standards related to the Sustainable Development Goals defined in the UN 2030 Agenda. CRIF Real Estate services include:

- Technical assistance to financial institutions, businesses and consumers aimed at the accrual and transfer of tax credits following the energy upgrading of buildings
- Support for the issuance of Green Bonds
- Estimation of climate-related and environmental risks associated with individual properties



ESG Training: CRIF ACADEMY

The sustainable transition has increasingly required the acquisition of new skills to deal with this change. In 2022, **CRIF Academy, the CRIF Business School**, expanded its ESG training offering, introducing and organizing an advanced training course on financial and environmental sustainability that aims to analyze the impact of climate change within the banking sector and the relevance of ESG factors in credit processes. The **“Integrating sustainability into banking risk management”** course is aimed at key players who want to consolidate and enhance the skills and tools needed to support the market in its green transition process by gradually supplementing credit assessment criteria with sustainability indicators.

Risk management has always been a key priority for the banking industry and business sustainability. Thanks to CRIF Group’s experience in credit management spanning more than 30 years and its key position in the market, CRIF Academy is able to foresee the trends and skills required by the market in relation to business models and compliance, making training an important

tool for competitiveness and the company’s long-term strategy.

As well as the advanced training course, CRIF Academy has added the following to its ESG training services:

- Standard products offered to the market: digital sessions for employees and companies, management and professional courses and multi-company courses
- Custom products based on client needs: bank – client workshops, ad-hoc courses and paths, coaching on quality questionnaires

CRIF Academy holds quality certification based on the UNI EN ISO 9001:2008 standard, sector EA 37 - issued by a certification body adhering to the European Accreditation Multilateral Agreement (MLA) - and adhering to the requirements of any relevant “Notices”. It also ensures course funding through the Inter-Professional Funds FONDIR, FBA, FONCOOP and FORTE.

ESG training offer | OVERVIEW



LISTENING TO CUSTOMERS – ENSURING QUALITY, SECURITY AND BUSINESS CONTINUITY

CRIF experts work with clients through dedicated teams to analyze and search for the most innovative and sustainable solutions designed to meet customer needs, creating a **relationship of reliability**. CRIF's customer-centric approach is expressed in the **utmost care** given to the services offered. CRIF has always invested continuously in quality and security, as well as **regulatory compliance, fundamental components** of its **mission** and an integral part of its **corporate culture and value system**.

In order to ensure the protection of customer privacy and the security of the data processed, CRIF Group has adopted an "ISO 27001:2013 information security management model" and a set of policies and procedures for identifying, monitoring and managing data protection risks.

Service quality is ensured thanks to the presence of an **ISO 9001:2015-certified** quality management system, a crucial requirement for conducting business processes, improving the effectiveness and efficiency of product

and service delivery, and responding to customer needs.

In order to ensure the continuity and availability of business-critical processes and services, CRIF has implemented a Business Continuity Management System in accordance with ISO 22301, through the adoption of business policies and procedures in line with business best practices and the identification of technological and organizational solutions capable of preventing or dealing with any disruption to operations.

Listening to the customer is a central element of the Customer Experience, organized through tools for the regular monitoring of **Customer Satisfaction**, including questionnaires and interviews that allow the collection of feedback and suggestions for improvement.

BUSINESS CUSTOMER SATISFACTION INDEX



86.5%

CSI Italy is calculated as the sum of scores equal to or greater than 7 (Scale from 0 to 10)





CRIF FINANCE MEETING 2022

The interaction with financial partners also takes place through discussions on trending topics and future challenges of the financial market such as the CRIF Finance Meeting. This is an annual event dedicated to the community of professionals, partners and institutions of the Italian credit industry. It is an exclusive training event offering insights into the current and future challenges of the credit industry and into how the market is evolving.

The 2022 edition entitled “From Data to CRIF Metadata” focused on information and intelligence which, together with technological innovations, will increasingly be the key drivers in the future evolution of the financial market, oriented toward sustainability and regenerative economics. The event took place in collaboration with Il Sole 24 ORE.

FINANCE MEETING
12-13 OTTOBRE 2022

TOMORROW
SPEAKS

FROM DATA TO CRIF METADATA



50+
Speakers

across 7 sessions.



500
minutes

live streamed to all devices.

CRIF AT THE SERVICE OF CONSUMERS: SUPPORTING FINANCIAL INCLUSION

More than **1 million consumers worldwide** have chosen CRIF and its suite of services that allows them to verify their creditworthiness, monitor their information and protect themselves from credit fraud and cyber risks. The aim is to help consumers access credit in an informed way and interact responsibly with the world of credit.

The main services provided globally include:

Creditworthiness monitoring

Through its data enhancement experience, CRIF is committed to facilitating financial inclusion and responsible access to credit through services and solutions that enable consumers to understand their financial situation by analyzing the information that determines their creditworthiness.

In particular, CRIF helps consumers to demonstrate their ability to meet payment commitments to third parties in the short or long term, not only in the credit sector but whenever necessary, by providing practical advice on how to improve their creditworthiness, on choosing the right time to apply for a loan in an informed way and on the accessibility of new credit lines.

CRIF solutions for consumers make it possible to make appropriate predictions on the ability to repay a loan and to analyze the reasons for not being able to access credit by monitoring progressive changes in their creditworthiness over time, thereby contributing to financial education.

Identity theft protection and cyber risk monitoring

Every year, tens of thousands of people discover just how easy it is to fall victim to identity theft. In an increasingly digital and interconnected world, in addition to the many opportunities, the risks posed by the use of these technologies have increased, and there is a growing need for consumers to have informed and easy access to innovative solutions that protect them from financial and credit fraud.

Assess the
best time
to apply for credit



Monitor your data
and act if your
information is
found on the web



Protect yourself
from
identity theft and
credit fraud





The solutions offered by CRIF aim to promote security against increasingly significant phenomena, such as protecting their personal data from cyber attacks and credit fraud, allowing consumers to intercept fraud and identity theft at an early stage. These services enable consumers to monitor and identify whether their online data is at risk or whether someone is trying to use their identity to obtain credit, supporting people when they are victims of identity theft.

Awareness-raising is a key tool for preventing these phenomena. CRIF is committed to the development and dissemination of educational initiatives focused on identity theft and credit fraud, and periodically publishes cyber risk studies through its Cyber Observatory. CRIF has also created Cyberninja, an online game to raise awareness about phishing.

Theft of personal and financial data affects not only individual consumers, but also organizations of any size: CRIF helps companies manage their cyber risks and also provides constant monitoring of personal and financial data on the open web and dark web, with alerts in the event of excessive exposure of data or if the data has been stolen.

Building relationships of trust with data

CRIF finds the best way to help consumers know and demonstrate their credit and financial reliability, facilitating the creation of a relationship of trust between parties. In this regard, CRIF offers services that represent guarantees of solvency, such as:

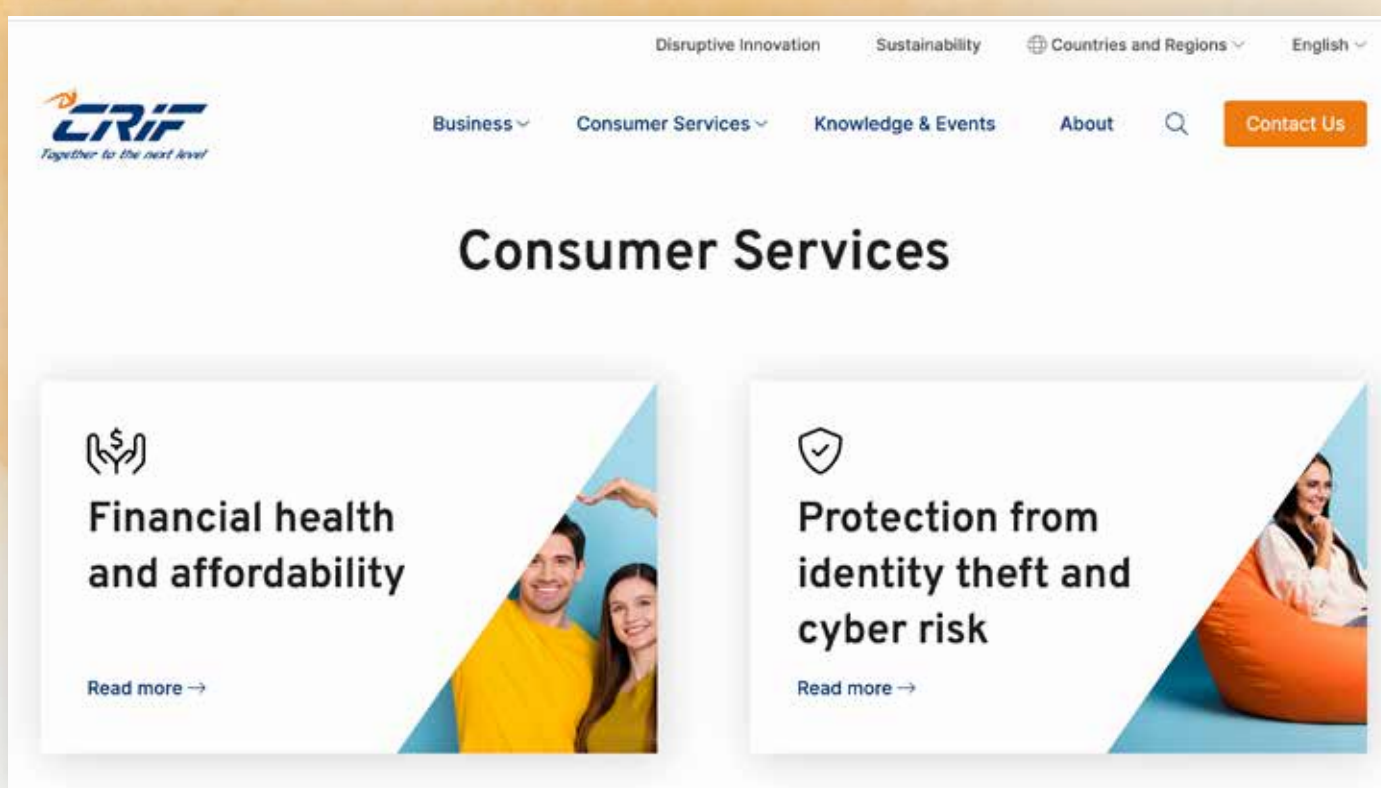
- **Reliability report:** allows consumers to verify their reliability as tenants and the hypothetical amount to earmark for rent, directing their home search to those appropriate to their financial situation. They can share this information with property owners, thus facilitating and strengthening the relationship of trust between the parties.
- **Solvency certificate:** this is a certificate, issued by CRIF after careful analysis of payment data, that allows consumers to prove that they are a reliable counterparty.



FOCUS ON CONSUMER SERVICES: RELATIONSHIPS WITH INDIVIDUALS AND BUSINESSES IN ITALY

The CRIF credit reporting system is the most widely used in Italy and the most well-known by consumers. For this reason, CRIF receives and manages more than **1,400 written requests every day** from data subjects (97% consumers and 3% companies), who in almost all cases want to know what information is held about them in the CRIF database.

Despite the high number of requests handled every day and the response times set out in the Italian Data Protection Authority Code of Conduct, which requires that the data subject receives an initial response within 30 days, **CRIF normally provides an initial response within 15 days of receipt of the request**



Relationship with consumers: information and contact channels

In order to facilitate consumer access, CRIF provides multiple channels of communication and direct interaction. All contact details can be found in the specific area of the website www.crif.consumatori.it. In detail, CRIF offers the following services free of charge:

- **web chat**, with both bot and operator
- **a call center**
- **a counter open to the public** in Bologna for an immediate initial consultation without waiting.

The **multiple contact channels** guarantee **access to information and services** for **people with disabilities**, e.g., web chat and e-mail for people with hearing disabilities; telephone, website and PDF files accessible by voice



readers or screen readers in the case of visual disabilities; and an accessible counter for people with mobility disabilities.

For the purposes of greater consumer protection, CRIF has initiated **Collaboration Protocols** with the main **Italian consumer associations** (Adiconsum, Assoutenti, Codacons, Federconsumatori) and also with various **anti-usury foundations**, to improve consumers' understanding of credit reporting systems and to facilitate access to the information relating to them.



Data subject requests are managed by a **dedicated CRIF team with specialist knowledge** of the sector, who undergo continuous in-house training. **In order to ensure privacy protection**, the response letter from CRIF can be sent to the data subject's residential address or downloaded - with prior e-mail notification - from the CRIF website only by the data subject using their personal credentials. CRIF carries out random **quality controls** on all communication channels in order to ensure a consistent standard in the service provided.

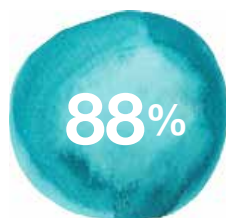
The **opinion of consumers** is important to CRIF, and is collected through **surveys at the end of a phone call or web chat**. For letters replying to requests from data subjects, it is possible to rate the experience by answering an **online questionnaire on the CRIF website**.

Level of consumer satisfaction on response received

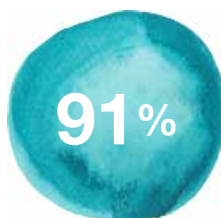
- As regards the statutory service provided by CRIF (Public Relations Office letter), **users generally consider the written answer to be satisfactory, with 90% responding yes.**
- The **general perception** of survey participants **in relation to the credit reporting system** is **positive: 88% of responses are favorable.**
- The **rating of the CRIF website** in the consumer **information section** is on average high (91% gave a good or excellent score, with the same satisfaction level as the previous year).
- The **ease of finding information** gets a good or excellent score from 86% of respondents.
- The **clarity of language** is assessed positively by 88% of users.



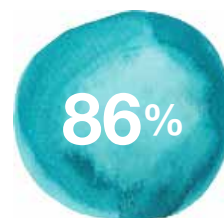
Satisfaction with the written response



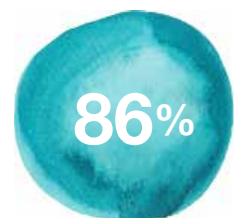
In favor of the survey



Satisfaction with the CRIF website, information section



Satisfaction with the ease of finding information



Satisfaction with the clarity of language

- Source: CRIF website questionnaire
- Over 5,700 opinions collected
- 1.7% of consumers responded to the email invitation to complete the survey

MANAGEMENT OF DATA AMENDMENT REQUESTS OR COMPLAINTS

CRIF uses its own constantly updated digitalized process to deal with both access requests and data amendment requests in order to quickly respond to consumers' needs and guarantee privacy rights. The procedure also supports consumers, who can submit their requests through any channel (web form, e-mail, mail), and can also get support from CRIF's dedicated staff through call centers, web chat and a physical counter open to the public. Requests are filtered through specific controls and directed to the relevant working groups to ensure they are managed appropriately.

The process of correcting or supplementing the data in the CRIF database involves promptly verifying the disputed data with the institution that reported the information, and if the credit institution does not respond within the established timeframe, CRIF will block the visibility of the data for as long as is necessary to definitively manage the case, updating the data subject on the visibility or non-visibility of the data in the credit reporting system.

CRIF also produces a monthly internal report showing the management of consumer requests, the level of assistance provided and response times in order to monitor the quality of procedures and simplify the use of the service by the data subject without the intervention of third parties.

IMPORTANCE OF DATA ACCURACY AND UPDATING

For CRIF, the accuracy and completeness of the information managed is a key principle to avoid the situation where the presence of incorrect information in its databases could cause problems for consumers and potentially deny them fair access to credit and services.

CRIF manages the monitoring, updating and deletion of data in full compliance with industry standards such as the EU General Data Protection Regulation 2016/679 and the "Code of Conduct applying to information systems managed by private entities with regard to consumer credit, reliability, and timeliness of payments" approved by the Italian Data Protection Authority on 12/09/2019 and the "Code of conduct in processing personal data for business information purposes" approved by the Italian Data Protection Authority on 12/06/2019. Personal data is processed solely for the purposes required or expressly permitted by the applicable legislation and, in particular, for purposes related to the assessment, assumption or management of credit risk, and to the assessment of the reliability and punctuality of payments by the data subject, as well as helping to prevent fraud and identity theft.

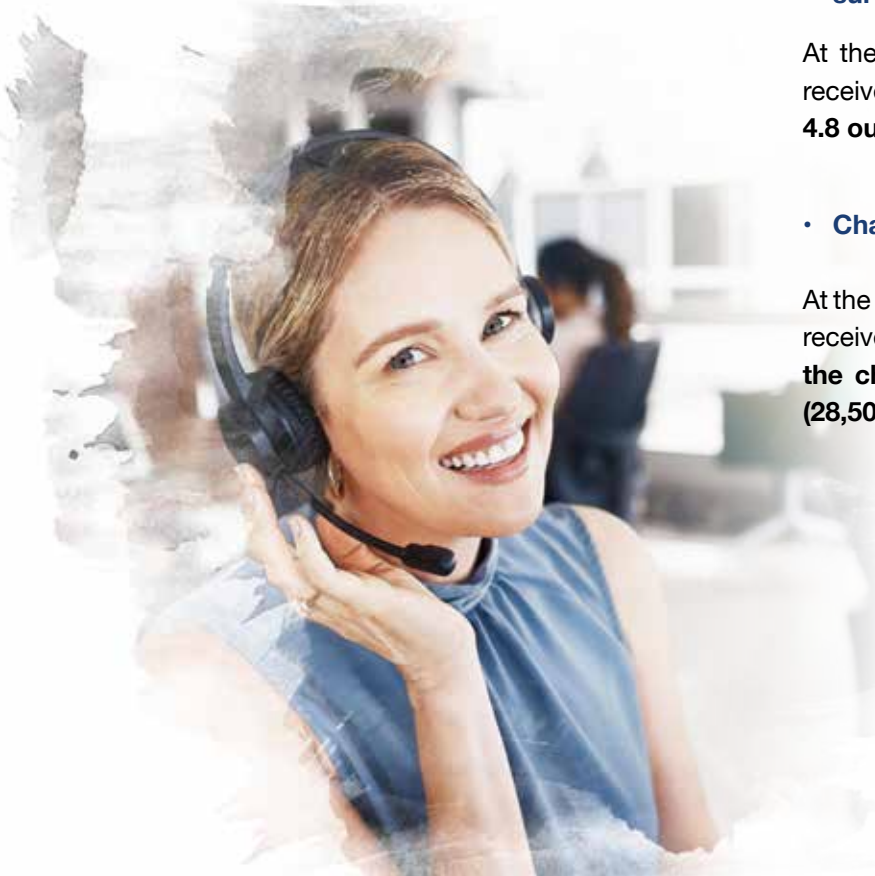
Public Relations Office - satisfaction feedback collected during calls and chats

- **Public Relations Office post-call satisfaction survey:**

At the end of the call, users can rate the assistance received from 0 to 5. **In 2022, the average score was 4.8 out of 5 (66,500 calls handled).**

- **Chat satisfaction survey:**

At the end of the web chat, users can rate the assistance received. **In 2022, the average score was 7.6/10 for the chatbot and 9.2/10 for the chat with operator (28,500 chats handled)**





CUSTOMER RESPONSIBILITY - MISTER CREDIT



CRIF has a dedicated line of services for consumers called **Mister Credit** to help them approach the world of credit in an informed and responsible manner. Thanks to a range of innovative and reliable services, Mister Credit supports consumers in their daily decisions, allowing them to protect themselves in various areas such as **financial**

wellbeing, identity theft protection, online data security and real estate decisions.

Mister Credit provides customers with multiple channels of communication and direct interaction. The quality of interactions with customers and prospects is monitored using different customer satisfaction tools. The main **Customer Satisfaction** actions as part of Mister Credit are:

- **Post-call satisfaction survey**

At the end of the call, users can rate the assistance received from 0 to 5. **In 2022, the average score was 4.8 out of 5 (100,000 calls handled)**

- **Chat satisfaction survey**

At the end of the web chat, users can rate the assistance received. **In 2022, the average score was 7.6/10 for the chatbot and 9.5/10 for the chat with operator (27,000 chats handled)**

- **Mister Credit Services Survey**

In 2022, **84% of clients** of Mister Credit services mainly sold on the direct channel answered the question **“How likely are you to recommend this service to a friend or colleague?”** with a **score of 8 to 10**. Specifically, **90%** of respondents believe that the **report is clear**, **89%** indicate that the **information is comprehensive**, while **90%** consider the **customer area easy to use**.



- Over 1100 opinions collected
- The email invitation to complete the survey was responded to by 2.1% of customers.

Creating value through innovation



With a culture of innovation in its DNA, for over 30 years CRIF has been investing in the expansion of its ecosystem of innovative partners, through industrial partnerships with startups, digital accelerators, academia and research, and through participation in national and international hubs dedicated to cutting-edge topics, in order to enable experimentation and cross-fertilization between different cultural and technological domains.

In 2022, CRIF continued to invest in the expansion of its ecosystem and in partnerships with cutting-edge startups:



AGROBIT

Agrobit offers iAgro, the first DSS app to support farmers and agricultural technicians in the optimization of farming operations, primarily to reduce and optimize the use of water and plant protection products, in order to achieve the environmental, social and governance sustainability goals required by modern-day farming.



HOLIPAY

CRIF holds a stake in Holipay, the Italian startup based in Milano Marittima. Designed specifically for the world of tourism and hospitality, it has created an algorithm which allows the cost of a holiday to be paid in installments anywhere in the world, following the new trend of *Book Now Pay Later*. The aim of Holipay, a travel sector startup, is to support the growth of tourism and hotel accommodation by taking the innovative and unique system for booking and deferred payment of holidays worldwide, offered to make life easier for the traveler and, at the same time, improve hotel performance.



MOPSO

Mopso provides a software platform to improve the AML process of any financial institution. Using semantic web technologies and web 3.0, the platform manages all customer monitoring during the ongoing relationship.



BKN301

BKN301 delivers digital solutions through a Banking-as-a-Service, Payments-as-a-Service, card issuing and digital wallet platform targeting the B2B2C segment. It enables the interconnection between users and businesses through secure, unifying technology.



NOTARIFY

Notarify specializes in Blockchain notarization as well as data, document and signature management. Notarify3 is the SaaS platform known as “Dropbox Web3”, a document management system that enables automated digital certification on Blockchain.

In 2022, CRIF renewed its partnership with **Fondazione Golinelli**, with whom CRIF launched the second edition of **I-Tech Innovation 2022**, a program involving investments of more than €1.5 million aimed at innovative startups in the *Life Sciences/Digital Health, FinTech/InsurTech and FoodTech/AgriTech* sectors. The program includes 3 separate “Calls for Innovation”, dedicated to the three strategic sectors at a national level. The aim of **I-Tech Innovation 2022**, also achieved through partnerships with companies and institutions, such as the BI-REX Competence Center, Emil Banca, BCC Iccrea Group, BPER and Sara Assicurazioni, is to invest in new generations of entrepreneurs, believe in their potential and encourage them to be part of the change in the Italian innovation ecosystem, which is suffering from a significant technological lag compared to other countries.



BOOM, THE NEW CRIF KNOWLEDGE AND INNOVATION HUB



powered by 

In 2022, in line with its innovation strategy, CRIF launched the BOOM project, a new knowledge and innovation hub for the promotion of initiatives and training paths dedicated to student of all levels, professionals, entrepreneurs, startupper, executives and corporates.

BOOM is the physical place where education, innovation and entrepreneurship meet and interact to generate new opportunities for growth and foster a continuous exchange of know-how.

Specifically, the BOOM project, which started in 2022 with its first online workshops, aims to create a hub for national and international players, combining resources and knowledge from different sectors in order to increase the skills and training offered in Bologna and the Emilia-Romagna region, helping to bridge the city-suburbs gap and increasingly and to make the city and region a benchmark for innovation at a European level.

The offices were built on the site of an abandoned building in Osteria Grande, in the province of Bologna. A modern structure that encapsulates the two core values that guided its construction: innovation and sustainability. At BOOM, wide green spaces coexist with roof gardens, terraces and facades made of energy-efficient glass. The building is thermally insulated and capable of producing renewable energy from its solar panels. The entire structure has been designed in minute detail to follow the concept of multifunctionality of spaces and to create an interactive bridge between schools, startups and businesses. An ecosystem of learning and experimentation, open to everyone.

The projects developed at BOOM cover four different areas:

BOOM EDUCATION, developed by CRIF in collaboration with **Fondazione Golinelli**, offers workshops, courses, events, summer camps, hackathons and training days for schools, teachers and families. The aim is to bring students closer to current and innovative topics in an active and experience-based way; these include sustainable finance, the environment and sustainability, social robotics, artificial intelligence, sustainability and web&digital, supporting them in the development of

problem-solving skills, teamwork and design thinking. Teachers can try out the most widely used tools in open innovation processes, so they can translate and adapt their experience to teaching practices. The educational experiences will also extend to anyone who wants to develop new skills in 3D modeling, artificial intelligence and digital storytelling, while the first scheduled hackathon will be dedicated to undergraduates to help them acquire transversal and vertical skills that are now indispensable in the world of work. In this vein, training courses for teachers are also available with the aim of developing new engaging and interactive teaching methods for students of all ages.

BOOM LEARNING is an area dedicated to professionals, companies and young jobseekers, designed to develop, through hybrid courses (mix of e-learning courses and in-person sessions), innovative skills related to the latest trends, such as data science, open innovation and open business, digital transformation, digital payments, digital marketing, the internet of things, sustainability and ESG, and topics related to technological innovation and cybersecurity. The offer is also enriched by courses dedicated to company employees with interactive training experiences and training on the Metaverse. The workshops allow participants to put what they have learned into practice, supported by industry experts.



BOOM INNOVATION, developed from the synergy between CRIF and Fondazione Golinelli, combines two courses, one for large companies and investors and one for startups and young entrepreneurs, to create a knowledge and skill-sharing ecosystem. The aim is to support and develop the fragile and strategic space that has always connected the world of research and that of business and to encourage, in the immediate future, the creation of a new type of entrepreneurship with highly innovative and technological content, investing in Italy's areas of excellence.

To this end, the **Startup Community** was created, a program of training events and workshops to support the startups of the G-Factor (Fondazione Golinelli) and CRIF network, to help young entrepreneurs on their path to growth and business model development.

The BOOM offices also include a co-working space, with dedicated workstations and rooms, for startups who want to base themselves at BOOM, with access to a membership and dedicated services.

Finally, the services offered by BOOM Innovation are developed by the CRIF Innovation Team (InnovEcoS) and refer to the following initiatives: Call4Ideas (for the systematic collection and selection of innovative ideas within companies); meetings to match startups with companies (to promote knowledge and mutual exchange); and the development of PoCs between companies and startups (to develop the first prototypes together).

All these initiatives are aimed at companies and startups to promote knowledge and the development of shared projects.

SPACES FOR LEARNING & INNOVATION PROJECTS: thanks to its innovative architecture, BOOM offers augmented and virtual reality experiences, transporting participants into an immersive tunnel to find out more about current issues such as sustainable finance, entrepreneurship, sustainability and digitalization. Younger visitors can actively learn through the language they know best, the language of play. In addition, co-working spaces and rooms are available for corporate training, press conferences and events with dedicated areas for networking and games.

“BOOM was developed as a natural evolution of the design, training and development of new skills carried out by CRIF over the years alongside research centers, universities, consultancy firms and training companies. Thanks to this experience, through BOOM we can offer our local area and the network of companies we collaborate with at a national and international level practical support in the development of innovative skills and in the identification of trained personnel to be included in their workforce. Furthermore, the active management of innovative skills is accompanied by the development of courses, workshops and activities for schools, in which the long-standing experience of Fondazione Golinelli is fundamental. Overall, the common theme that connects all BOOM activities is innovation, implemented through courses and initiatives involving established companies, SMEs and startups, providing tangible ideas and tools to understand new trends and contribute to the development of local and national entrepreneurship,” explained **Loretta Chiusoli, CRIF Group Chief HR and Organization Officer.**



INNOVECOS: CRIF GLOBAL OPEN INNOVATION HUB



InnovEcoS (Innovation & Ecosystem) is CRIF’s Global Innovation Hub, focused on disruptive technologies and developed with the aim of creating and implementing an advanced and customer-centric ecosystem, based on collaboration between FinTechs.

The Innovation Hub is made up of multi-disciplinary professionals who are passionate about innovation with over 5-25 years of experience in the FinTech sector, acting as local contact points around the world.

The **mission** of the InnovEcoS team is to discover promising business models and to enter into partnerships to relaunch the business through research, experimentation resulting from new partnerships, and the continuous involvement of CRIF personnel and startups. InnovEcoS caters for:



InnovEcoS operates according to 3 main pillars:

- **COLLABORATION:** through contact with various FinTech Hubs, accelerators, investors and Business Angels to identify high-potential startups and strengthen their business together
- **RESEARCH:** with the aim of continuously innovating and anticipating new trends, the most disruptive technologies are explored relating to topics such as artificial intelligence, Blockchain, digital assets, natural language processing, and so on
- **INTEGRATION:** InnovEcoS has created an ad-hoc path to facilitate rapid testing of small-scale startup solutions and, consequently, their integration into the market

The InnovEcos process



The InnovEcoS process begins inside CRIF, identifying and selecting innovative ideas that can be managed better through collaboration with startups

The second step is to identify the startups to work with

The aim of the PoC phase is to understand whether there are the right foundations for building a successful collaboration between InnovEcoS and the chosen startup, through analysis of the right technologies and the team

Startups that best meet CRIF’s needs go to a pilot phase, with the aim of testing the practical integration of the idea and, if so, implementing it

Since its launch in 2020, CRIF InnovEcoS has connected startups, colleagues and customers to drive innovation and growth, managing 16+ proofs of concept (PoCs) and 6+ pilot projects. In addition, it has launched an acceleration program involving 7+ startups and validated 7+ ideas to enable internal innovations through experimentation and collaboration with start-ups.



Furthermore, to support and enhance the open innovation flow in CRIF, InnovEcoS launched the second edition of Call4Ideas in 2022, an initiative that involves all CRIF employees at a global level, who are called to share and propose new business ideas, products and solutions in line with Top Tech Trends (Data, Metaverse, ESG, Personal Solutions, Cybersecurity). The best ideas are selected by a jury and have the opportunity to be implemented by a team of young talent. The creators are awarded a special prize.





Optimization of human resources



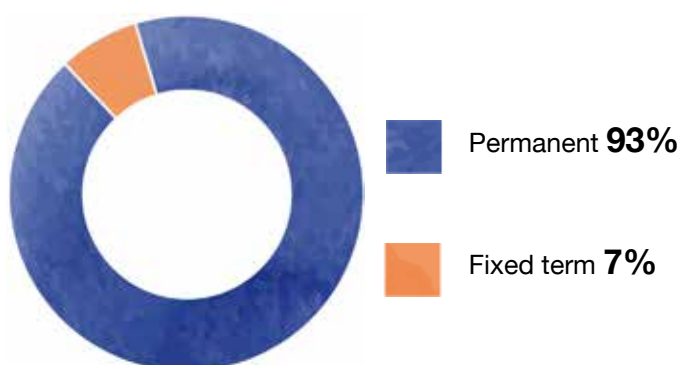
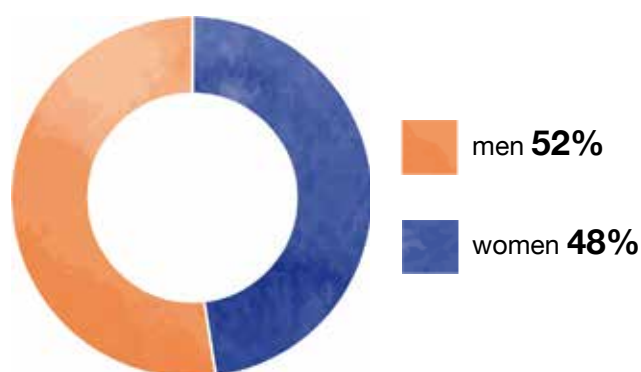
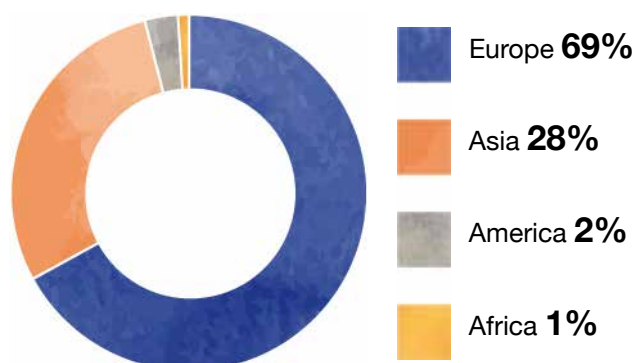
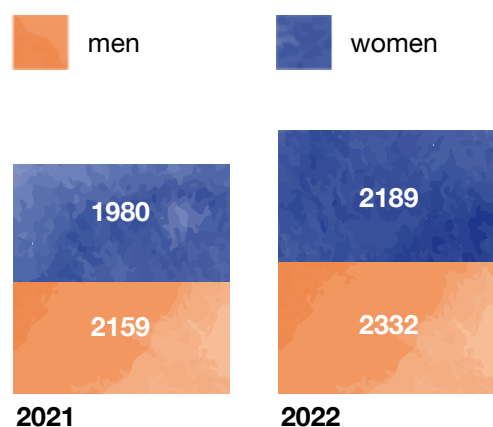
CRIF PEOPLE: KEY FIGURES

In a context characterized by profound social and economic change and by the impact of digital transformation, CRIF Group's People Strategy aims to combine people's wellbeing with the creation of an inclusive working environment conducive to personal and professional fulfillment and skills development, with long-term business growth and sustainability.

People, with their skills and know-how, have always represented the real added value of the services that the company offers, allowing it to make a difference and establish itself in a highly competitive market.

For this reason, investment in the development of processes and initiatives related to welfare, wellbeing, training, the optimization of potential and engagement continues to be central to the corporate strategy of CRIF Group and the HR Department which, every year, defines new practices that will positively transform the employee experience and improve employee satisfaction.

At the end of 2022, CRIF Group had 6,237 professionals distributed across the offices of its subsidiaries in Italy and worldwide, comprising employees, consultants, contractors and interns. At the end of the reporting period, CRIF Group employees reached 4,521, with the internal workforce growing by 9% compared with the previous year.



REMUNERATION POLICY

CRIF's remuneration policy is based on two core reward principles which refer to the application of remuneration schemes for each employee in relation to their position, on the one hand, and performance, on the other, ensuring a remuneration system in which equality, competitiveness and meritocracy are well balanced, without giving room to any form of discrimination or non-inclusion.

The Group's remuneration policy is one of the main drivers for attracting new talent, retaining people in strategic governance and business positions and, in general, pursuing the company's vision, mission and values, ensuring fair pay between employees, teams and countries.

In this respect, the remuneration schemes are regularly updated based on comparisons with the reference markets, as well as in consideration of input from external stakeholders, in order to maintain the organization's competitiveness.

The remuneration scheme applicable to all CRIF Group employees, irrespective of contract level (employee, middle manager, top manager) and the job family they belong to, comprises two parts:

- a **fixed component**, with any annual adjustments based on merit or promotion/increase in responsibilities. In this sense, an annual salary review is integrated with the monitoring of compliance with specific KPIs related to gender balance and the promotion of young talent.
- a short-term **variable component** linked to financial, individual and performance targets, which aims to optimize the short-term professional contribution by assigning an annual monetary incentive (MBO) to the entire business population, defined on an individual basis as a target value expressed as a percentage of the Gross Annual Salary or as an absolute value. The assignment is made at the recruitment stage and can be reviewed when the role changes or as part of the salary review processes. Sales roles are assigned commission schemes that are dependent on the achievement of strategic sales targets to encourage the development of profitable business strategies for continued growth in company revenue.
- **Retention Bonus/One-Time Bonus**: a one-time bonus offered as an incentive to attract and retain talent for a specific timeframe, indirectly reducing staff turnover and improving employer branding.

- **Welfare, Benefits and Energy Bonus**

Employees in Italy: in relation to Welfare, all personnel classified as employees are guaranteed the option to allocate all or part of their variable pay to welfare goods/services, tax-free, or to benefit from the agreement signed in Italy by CRIF that allows the variable quota to be paid, subject to reduced taxation of 5% (in relation to certain productivity, profitability, quality, efficiency and innovation KPIs that CRIF commits to annually), up to a total maximum amount of €3,000.

Middle/Top Managers in Italy: in relation to Welfare, all personnel classified as Middle and Top Managers are assigned a bonus welfare plan which involves the allocation of €2,500 for Middle Managers and €3,800 for Top Managers. The welfare amount reached is used for welfare goods/services and is tax-free.

In addition, in 2022, in order to provide support to CRIF staff, following the increase in energy costs, an energy voucher was provided to all Italian employees.

For Top Management, given the strategic nature of their roles, in addition to the above elements, the following medium/long-term variable plans are provided:

Long-Term Incentive (LTI) aimed at enhancing their professional input in the medium/long term. This is a three-year plan and is defined on an individual basis during recruitment or due to a role change or as part of the salary review processes. Payouts are made based on the achievement of group financial targets, up to a maximum limit.

Executive Incentive Plan (EIP) aimed at enhancing their professional input in the medium/long term. This is a three-year plan and is defined on an individual basis during recruitment or due to a role change or as part of the salary review processes. This plan is subject to the achievement of group financial targets, up to an upper limit, and includes a mix of cash payment and the allocation of free shares.

The remuneration policies described do not apply to BoD members.



DIVERSITY AND EQUAL OPPORTUNITY

Respect for and inclusion of diversity are core values for CRIF, which are referred to both in the Code of Conduct and in the new **Diversity & Inclusion and Human Rights policies** introduced at a global level.

These policies formalize CRIF’s commitment to the respect for human rights and equal opportunities, in line with the 10 principles of the UN Global Compact, which the company is a signatory to, thus contributing to the achievement of the UN’s Sustainable Development Goals. ¹

The aim is to promote an equality-based business culture which values the uniqueness of people and ensures equal opportunities for personal and professional growth, regardless of gender, culture, ethnicity, generation or skills differences. This contributes to the development of an environment that enables people to express their potential, each according to their own distinctive characteristics, life experiences, knowledge and abilities.

CRIF D&I Principles



Non-discrimination and Zero Tolerance



Equal opportunities



Work-life Balance



Talent promotion

The introduction of the new policies was accompanied by a training course available on the e-learning platform, in order to raise awareness among all employees of the values, principles and application of the policies.

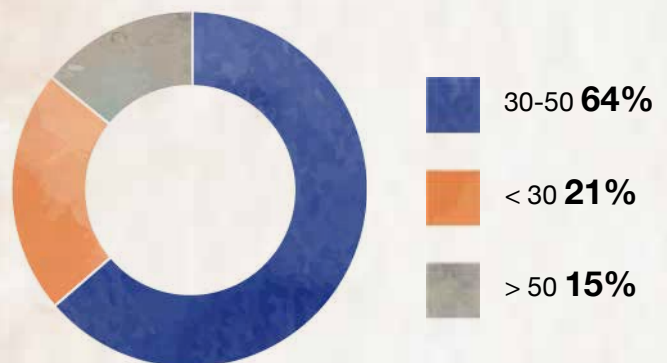
Moreover, in 2022, CRIF established the process of promoting diversity and inclusion through the integration of D&I into the Group’s Leadership Model and the adoption of a strategy with short, medium and long-term objectives, aiming to promote equal opportunities across all HR processes.

Diversity & Inclusion, with a focus on Women’s Empowerment, is one of the pillars of the Sustainability Plan. Medium-term targets include maintaining the gender balance within the company population, increasing the percentage of women in middle management positions, and introducing specific KPIs and tools for the monitoring of gender equality in the Recruitment and Promotion processes.

Age diversity, linked to the coexistence of different generations within CRIF, is an asset in that it allows the development of initiatives that enable the two-way exchange of skills and experience between junior and senior figures through tools such as mentoring, coaching or training.

In CRIF Group, **64%** of employees are aged between 30 and 50. The average age is 33.

Age Diversity



¹ These policies were approved by the Board and are available to all stakeholders on the corporate website <https://www.crif.com/about/sustainability/>

In recognition of the company's focus on young talent and the younger generation, in 2022, CRIF was the winner of the Generation Z contest organized by Radar Academy, the Business School of Radar Consulting Italia, a leading company in professional recruitment and talent acquisition. This is a recognition of great social value, and is the result of CRIF's continuing commitment to seeing the younger generations as a future asset.

The promotion of D&I cannot be separated from the exchange of best practices within dedicated networks. Once again in 2022, CRIF Italy renewed its partnerships with the following:

valore^D

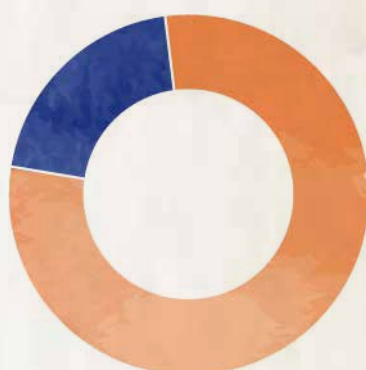
The first association of companies in Italy committed to gender balance and an inclusive culture within organizations and the country. Thanks to this partnership, it has been possible to involve staff in D&I training through mentorship and training programs as well as workshops for sharing best practices, whose core themes are the development of soft skills and management skills that contribute to the creation of an inclusive culture.



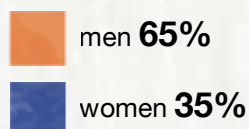
Rete CapoD, a "Business Community for Equal Opportunities", which CRIF is a member of, was established in Bologna in July 2019 with the aim of maintaining focus on the subject of equal opportunities, leveraging networking and synergies between companies and the local area, to implement a program of awareness-raising actions, increasing the competitiveness and innovative capacity of the participating companies.

Gender diversity by level

Top Management



Middle Management



Staff



TELL ME WHY: RECRUITMENT AND ONBOARDING OF NEW TALENT

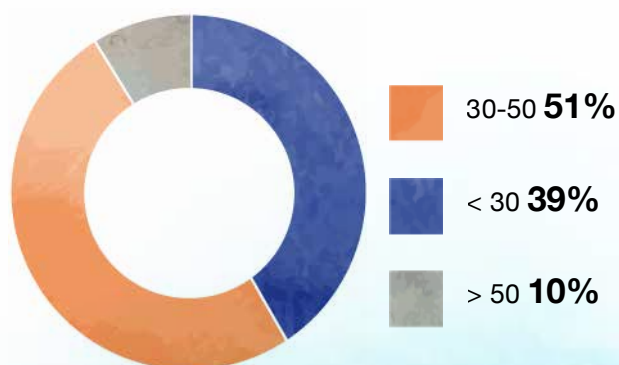
The recruitment and onboarding stage is one of the most sensitive and strategic processes for the company, both when identifying suitable candidates who are aligned with the Group’s values and professional needs, and for the proper integration of the successful candidate into the business structure.

That’s why the Global Talent Acquisition team, which is entirely dedicated to managing the Recruitment process, works with Line Managers and HRBPs on a daily basis to ensure a positive and respectful candidate experience in accordance with the principles of inclusion and fairness set out in the Group’s Recruitment Policy and **Diversity & Inclusion Policy**, recruiting talent from all over the world who are assessed solely on the basis of their skills and experience.

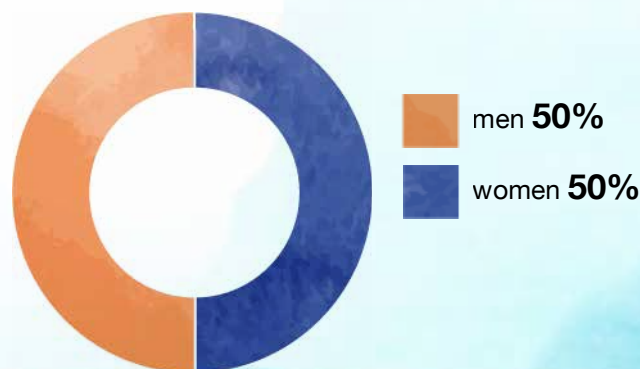
The search for talent takes place through multiple search channels and is also supported by employer branding activities, including participation in career days, and by the creation of partnerships, now well-established, with local universities and training institutions, in order to attract and introduce young talent into the world of work, through training internships that give them the opportunity to improve their skills in a dynamic and international environment.

In 2022, **1,240 people** joined CRIF Group, with a hire rate of **27%**, of which **50% were women**. 51% of new hires belong to the intermediate age group (30-50).

Hiring rate by age



Hiring rate by gender



Efforts to identify suitable personnel for the company would risk being undermined by the lack of an effective and well-structured onboarding process. Indeed, the onboarding process is an indispensable tool to facilitate the integration of new staff members and therefore make them productive for the company in the shortest time possible.

That’s why CRIF values onboarding and has a long established process involving several stages to ensure new employees are aware of company procedures and the main reference points, and to monitor satisfaction, checking that the experience is in line with expectations.

Starting in 2022, with a view to continuously improving the onboarding experience, CRIF introduced the *“Tell Me Why Program”*, which aims to support the full integration of new hires, through knowledge of the Group, its values, main business areas and corporate reference points.

The *“Tell Me Why Program”* includes various opportunities for exchange and sharing between new hires and the company, including participation in special meetings with the involvement of Top Management, for a more in-depth knowledge of the organization and its management team, as well as of the company’s strategy.

The introduction of this new program as part of the Group’s existing onboarding process was a very important step both in consolidating the integration of new hires and in promoting a culture of continuous feedback and engagement among all those involved in the process.

With the objective of continuous improvement in mind, an **Exit Interview** process has been in place for several years, guiding employees until their last day in the company. The process involves a meeting with the employee's HR contact and the completion of an online form to gather feedback on the reasons for leaving the company and more generally on the perception of their experience in the company. The feedback gathered through this process is an asset for a company like CRIF which invests every day in the employee value proposition.

Onboarding Process

"Welcome on board" and meeting with HR Business Partner



Meetings with key company contacts



"Welcome to CRIF" event to get to know the different areas of the company



Monitoring: onboarding satisfaction survey



"Tell me why" event



Feedback meetings with HR, 6 and 12 months from entry



DEVELOPING INNOVATIVE SKILLS

For CRIF Group, training is a key area of investment, supporting the development of new skills and the professional growth of talent within the company. The company's approach to training is characterized by a program of ongoing training, with constantly evolving content to respond to strategic business priorities and to the need for upskilling of the various job families, with a specific focus on business and technological development topics.

Following the launch of the brand-new, user-friendly e-learning platform in 2021, the CRIF training offer was updated in 2022, with the addition of **85 new e-learning sessions** to the training catalog, available from 2023 (61 of which are also available in English) to all employees. The main topics covered are: Artificial Intelligence, Blockchain, Consumers, Credit, Digitalization, Digital Payments, Digital Marketing, Open Innovation and Open Business, Legal & Compliance and Sustainability & ESG.

Also in 2022, the HR Analytics **PAS** module was implemented, allowing the skills in employee profiles to be matched with those required by any Open Positions and with the skills required for different or more senior roles than the employee's current role. The use of this tool facilitates the career development and internal

mobility of employees, viewing the **learning experience** as a tool for growth and retention. In this regard, the process of defining training plans was made much more effective by digitalizing the course assignment procedure as part of the annual performance process involving all company employees. This system has not only made the assignment mechanism more immediate, ensuring greater coverage in terms of staff included in the training plans, but has also made the definition of training plans more targeted, becoming an integral part of every employee's development path.

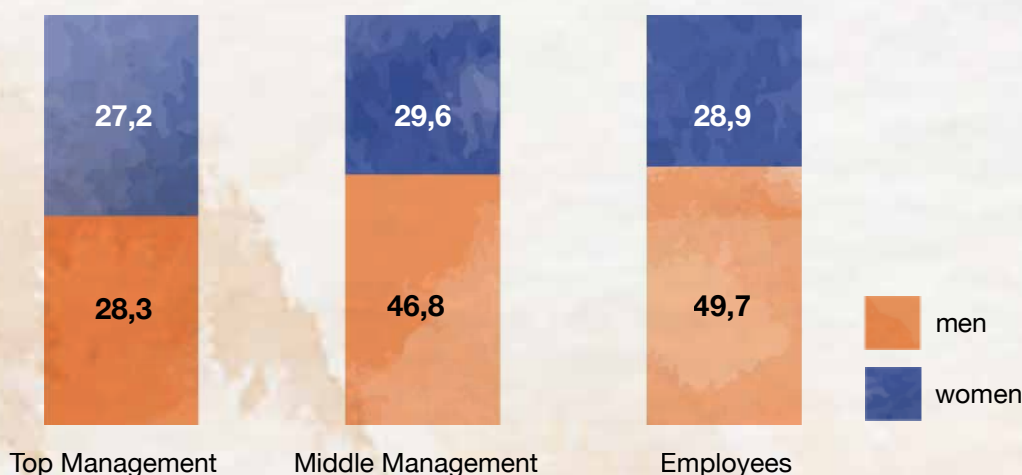
Finally, also thanks to the HR Analytics tool, it was possible to identify training needs at a global level, resulting in the organization of training sessions with participants from different CRIF countries using common approaches and methodologies. Some examples include: the "Global Sales Training" course, the MINI MBA Master's and the "Project Management" course.

ESTABLISHED TRAINING PROGRAMS

Knowledge Sharing Program: a program which, by bringing together the knowledge and skills that each employee develops within the company, aims not only to encourage the creation of new internal synergies, but also the in-depth knowledge of CRIF products and solutions, and to optimize collaboration between colleagues.

Data Science Community: established to connect all CRIF Data Scientists globally, to share knowledge, develop professional skills and learn from each other. The aim of the community is also to drive the dissemination and use of AI/Data Science in CRIF, in terms of both the growth of in-house expertise and product and service innovation.

Training hours per person in 2022 by gender and role at a global level.



The number of training hours delivered in 2022 shows the effectiveness of the company's global initiatives to increase training and skills development opportunities. The number of training hours delivered was **82,672.46** for CRIF Group as a whole, translating into **41.5** training hours per person. The average annual training hours for the whole CRIF Group is **18.3**. Furthermore, in 2022 targets and KPIs linked to the training hours provided were defined as part of the CRIF ESG Strategy.

In addition to established initiatives, new innovative projects were also launched, such as:

- **Hybrid working:** this initiative was established in response to the development of the pandemic and the post-pandemic situation, with the aim of training managers in People Management with a focus on team management according to a hybrid working model.
- **Coach training:** this is a program aimed at training a number of HR staff in the role of Coach, with achievement of the necessary certification. This is a practical action through which the company promotes a manager-as-coach approach, training people in the HR department who are capable of performing the role of coach and at the same time can communicate the approach to company managers.

In order to promote a **sustainability culture** within the company, CRIF launched a new format in 2022, involving outreach events open to all employees, aimed at sharing the path of sustainability integration into the company's strategies, policies and processes. The CRIF Sustainability Ambassadors, the network of top managers involved in sustainability projects, talked

about CRIF ESG projects through interactive one-hour online workshops, focusing on different topics such as supply chain management, financial education projects and CRIF services to facilitate the sustainable transition.

The success of this initiative in terms of participation (around 700 employees took part in the first workshop) and feedback received once again highlighted the relevance of ESG topics and the widespread concern about these issues, as well as the importance of involving all stakeholders in the company's sustainability journey.

In this context of promoting a sustainability culture within the company, short e-learning **training sessions** on ESG topics were also launched, accessible to all employees, in order to provide more information on the reference sustainability framework, from the UN 2030 Agenda Sustainable Development Goals and the European Green Deal, to regulatory changes related to the development of sustainable products, and the importance of adopting a shared sustainability strategy to contribute to the achievement of the Sustainable Development Goals.

The ESG pills were developed to the entire company population, but not specifically dedicated to BoD members.



82.672,46

Training hours delivered for CRIF Group



41,5

Training hours per person

PERFORMANCE AND TALENT MANAGEMENT

The Performance Management process is one of CRIF’s most strategic HR processes, as it not only analyzes the contribution of each employee in terms of achieving business objectives, but also takes a broader view in terms of developing growth potential.

The aim is to identify the strengths, areas for improvement and potential development of CRIF employees, including analyses of their training needs and growth prospects in the role to build development programs that aim to enhance both their professional skills and soft skills.

Given its strategic importance for the company and its staff, CRIF invests significantly in the Performance process, aiming to improve it year after year based on feedback from key players in the process and to keep pace with changes and new challenges, always placing people at its core at all times. Finally, in 2022, the Group’s appraisal process was updated, with the aim of enhancing and emphasizing the value of preparing employee development plans, as well as fostering a culture of continuous feedback, not only between employees and their line managers, but also across the board, collecting feedback from peers and other managers the employees have worked with during the year.

The objectivity of the appraisal process is also very important to CRIF. In this regard, the HR Business Partner plays a key role in ensuring that the assessment and appraisal process is conducted accurately and fairly, only taking into account the skills, role and development potential of the person being assessed.

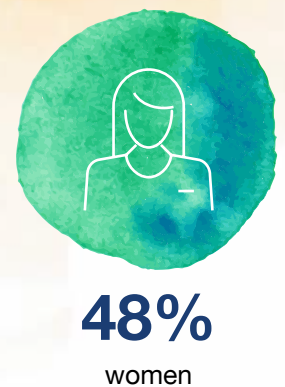
In 2022, the “**Unconscious Bias**” course was introduced, aimed at managers and in preparation for the Performance Management process. The aim is to raise awareness about the cognitive errors that can influence and impact the appraisal process, thus preventing the formation of prejudices and stereotypes linked to gender and diversity.

In 2022, there were **3,800** employees eligible for the Performance Management process, 48% of whom were women.

One of the People Development initiatives is the “Level Up” engagement program, created with the aim of promoting a culture of coaching and continuous feedback in the company, now in its third edition. The program includes a number of initiatives designed to involve all levels of the organization at a global level, from Top Management to young talent.

Given the success of the initiative, the company has tried to involve an increasing number of employees in each activity linked to the Level Up program. Involvement in the program is considered an employee development action aimed at fostering their personal and professional growth.

Performance Management data by level



The initiatives that make up the program are:



EXECUTIVE AMBASSADORS: top managers in the role of mentor support their mentees on a personal journey aimed at exchanging and developing transversal and market skills.



PEOPLE COUNSELORS: senior team members in the role of counselor support junior colleagues or new hires in the onboarding journey and in understanding the company's approach.



ACCELERATION DEVELOPMENT PROGRAM: through phygital coaching, the employees involved are supported in the implementation and acceleration of their personal development plan.



YOUNG TALENT PROGRAM: young talent in the company, divided into groups, compete to develop and deliver innovative business ideas.



CONTINUOUS FEEDBACK: not only is this a cornerstone of the organizational culture, but also a tool integrated into the Performance Development process, through which employees can request formal feedback from a peer and manager other than their line manager.

WELFARE AND WELLBEING: EVOLUTION TOWARD AN INCREASINGLY SUSTAINABLE MODEL

Wellbeing, engagement and satisfaction within the workplace is one of the priorities of the CRIF People Strategy. That is why CRIF works every day to improve the level of wellbeing within the company through welfare measures that generate a tangible social impact on the life of its stakeholders, improving their wellbeing and quality of life and promoting a better work-life balance in the broadest sense.

Welfare is a complementary part of the Sustainability Strategy, as it is one of the strategic drivers of the sustainable development of the company and human capital, actively contributing to the achievement of the Sustainable Development Goals (SDGs) of the UN 2030 Agenda linked to wellbeing and work-life balance (SDG 3), the promotion of equal opportunities and women's empowerment (SDG 5) and the development of sustainable working conditions (SDG 8).

Although the culture of wellbeing in the workplace has been an integral part of CRIF for years, the Welfare model has evolved over time, incorporating a holistic view of wellbeing that considers the person not only as a worker, but as an individual within an ecosystem where work is only one aspect of life.

The focus on welfare and wellbeing is also an integral part of the company's HR processes, as evidenced by the presence of an HQ "Welfare & Benefits" team dedicated to managing initiatives, from needs analysis to the planning stage and internal communication, to monitoring and the collection of feedback. Currently, the welfare initiatives that CRIF offers to people working within the company vary from country to country and are adapted to the local contexts, taking into account the characteristics of the market and regulatory and cultural differences.

Future commitments in the area of Welfare & Wellbeing include the creation of shared corporate guidelines, so that all CRIF offices around the world can gradually implement initiatives that help to further develop a sense of belonging within the company. The Welfare initiatives in place at CRIF are divided into 4 pillars:

Family: benefits to support employees throughout the family life cycle

In order to help new mothers on their journey back to work, CRIF Italy introduced the company Maternity Plan in 2014, thus giving women the opportunity to plan their return to work following childbirth, benefiting from pay supplements during the period of optional maternity leave and financial support for nursery and childminding services. The company's Maternity Plan was revised in 2022 in response to the "New Normal" situation following the pandemic, with additional remote working options to offer greater flexibility and thus facilitate the return to work.

Health Care and Wellbeing

For CRIF, the term "wellbeing" has a holistic meaning, as it includes all the factors that contribute to a person's physical and mental health and wellbeing. This pillar includes all initiatives related to health and safety (medical, accident and life insurance), and physical and mental wellbeing (gym, fitness vouchers, sports, counseling, mindfulness).

In 2022, some of the most important initiatives that took place in the various contexts in which CRIF operates included:

CRIF Italy: the new partnership with Fitprime, the platform for physical and mental wellbeing, which employees and their families can use to access affiliated fitness facilities, taking advantage of a special discount. In 2022, 2 courses, "Mindfulness" and "Mindful Eating", were initiated with the aim of increasing the spread of a wellbeing culture, which had an excellent response in terms of participation.

The promotion of physical and mental health is a fundamental pillar for CRIF Group. Indeed, many activities related to these issues have been carried out, including prevention campaigns, workshops with a focus on mental health, counseling services and coaching sessions provided free of charge to employees, participation in the Fitness Challenge, and special rates for access to fitness facilities.

CRIF Italy received an important recognition from

Fondazione ANT Italia ONLUS (the largest non-profit organization in Italy providing free homecare to cancer patients) for its initiatives supporting employee wellbeing. For over 10 years, CRIF Italy has partnered with the ANT and LILT associations to offer free annual cancer screening to employees. Over 200 medical screening appointments were recorded last year.

Social & workplace events

This category includes all CRIF events organized for employees to help develop a greater level of engagement and sense of belonging among the people working for the company, creating an inclusive and positive working environment and climate.

Free time & work-life balance

This includes all benefits related to activities that employees can perform during their free time or that generally help maintain a good work-life balance. Corporate initiatives include the current Hybrid Working model that combines working from home and working in the office in order to ensure, on the one hand, a better work-life balance and, on the other, providing opportunities to work with colleagues in-person to help foster the exchange of ideas, innovate, develop synergies and strengthen teamwork.

Constant listening to and monitoring of the needs of the company population and analysis of the level of satisfaction is essential for the development and implementation of new initiatives that contribute to the engagement and wellbeing of the people working for CRIF.

Annually, the Group conducts climate surveys, through “Great Place to Work” and “Glickon” online surveys. The action plan that follows each edition of the climate survey complements and enriches the previous plan, with the aim of addressing the most significant aspects that emerged from listening to staff.

In 2022, in line with the previous year, CRIF launched its Engagement Survey, which involved 3,367 employees from 26 countries, with a participation rate of 85%. The results were positive, and more specifically, CRIF Italy, CRIF Austria and CRIF India obtained the “**Great Place to Work**” certification, an important milestone that encourages CRIF Group to invest more and more in people and wellbeing initiatives to increase job satisfaction and foster an inclusive and sustainable culture.

In addition, in 2022, CRIF Italy was ranked among the 400 best employers in the “**Italy’s Best employers 2022-2023**” ranking published by Corriere della Sera, selected based on an independent survey conducted by the German company Statista. The analysis was carried out on 2,000 employers, of which only 400 – including CRIF – were awarded the “Top Job”-Best employers 2022/23” quality seal. 27 key aspects were analyzed, including: working environment, professional development, opportunities for growth, sustainability and corporate values.



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

CRIF Group believes that its success comes from the people whose work contributes to achieving the company's objectives on a daily basis.

For this reason, the Group considers it a priority that every employee works in a safe and healthy working environment, training them in a way that allows them to carry out their activities in complete safety.

OCCUPATIONAL HEALTH AND SAFETY IN ITALY

With this in mind, the Group's Occupational Health and Safety Management System was set up, which aims to go beyond short-term problems, taking into account not only its employees but also contractors and suppliers.

This system was implemented on the basis of the ISO standard that sets out Occupational Health and Safety Guidelines.

In 2010, CRIF Group decided to obtain **ISO 45001 certification** "*Occupational Health and Safety Management Systems - requirements with guidance for use*", an internationally recognized standard that specifies the management system requirements and provides the correct guidance for formalizing and structuring risk management, applying legislative compliance (which in Italy is based on Legislative Decree 81/2008 as amended), the dissemination of safer working practices, and the assessment of occupational health and safety performance.

Health & Safety roles and responsibilities are clearly identified within the Management System. In addition, a set of policies and procedures aimed at occupational health and safety and prevention was created (e.g., there are procedures for the Management of the Highest Risk Categories, Health Surveillance Management, Communication Management, Consultation and Participation, Incident and Near Miss Management, etc.), and periodic training and awareness (Training Management procedure).

Every year, in order to identify hazards and assess workplace risks, each Group company is expected to prepare a Risk Assessment Document, in accordance with the legislation in force. For each risk identified within the Risk Assessment Document, appropriate

prevention and protection measures are identified. This document is drawn up by a person of fundamental importance to the management of occupational health and safety: the Health and Safety Officer (HSO), who carries out annual risk assessment inspections at the Group's premises. The Risk Assessment Document is one of the key documents of the Occupational Health and Safety Management System and is approved by the Employer, the company Occupational Health Physicians (OHPs), and the Representatives of Employee Safety (ROESs). Through the ROESs, workers can express their opinion and report any anomalous situations. Furthermore, workers have other processes at their disposal, such as reporting to their manager (supervisor), and can proactively take part in training courses, bringing to light any situations that could be considered critical.

Prevention is a must within the Group, which is why the policies and processes put in place are aimed at removing workers from situations that may result in occupational injuries or illnesses. For example, the following are in place:

- Health surveillance carried out periodically and for new hires;
- Training courses on occupational health and safety carried out periodically and for new hires;
- Notices, communication campaigns and signage aimed at preventing high-risk situations for employees;
- H&S policies and procedures available to all employees.



Processes are also in place to identify any work-related incidents and injuries in order to determine the most appropriate corrective or preventive actions to mitigate the risk. In particular, there is a structured company process that allows incidents (both commuting and on-site incidents) to be reported to the appropriate office, which is responsible for carrying out investigations and inspections to investigate the causes of the event. These reports are filed and duly reported to INAIL (*Italian Health and Safety Insurance Institute*).

With the aim of preventing hazards and risks, targeted meetings are organized annually with first aid and fire-fighting team members in order to review the Emergency Plans and ensure proper health and safety management in all locations. The Emergency Plans and lists of team members are published on the company portal, available to all CRIF Group personnel, as well as the names of BLSD-trained staff (Basic Life Support Defibrillation).

Occupational medicine plays an important role in preventing hazards and risks. Following the regulations and instructions of the company OHPs, employees periodically undergo health surveillance. This is done with the aim of verifying the ability of employees to perform their duties.

CRIF Group aims to protect both physical and psychological safety in order to ensure wellbeing in the workplace beyond what is required by the legislation. For this reason, in addition to health surveillance, there are numerous benefits available to employees relating to work-life balance, environmental sustainability, and welfare issues. Examples include the in-house vaccination campaign, the availability of a mole scanning service, the opportunity to take out insurance through the company, the company counseling service, etc.



Internal training is key and is managed via a number of programs according to the levels of internal responsibility, including:

- General and specific training
- Training dedicated to first aid and fire-fighting teams
- Basic Life Support Defibrillation (BLS/D) training
- Supervisor training
- Executive training
- ROES training

The courses delivered in 2022 were carried out in accordance with the provisions of Italian Legislative Decree 81/08 and the State-Regions Agreement of December 21, 2011, which set out the requirements for the training of workers.

The CRIF Group Integrated Management System for Italy, based on the ISO 45001 standard, includes both employees and non-employees. In this way, CRIF Group ensures that, regardless of the type of contract, attention is paid to the health and safety of these types of workers.

Supporting these processes, with a view to continuous improvement, the Group has put in place a monitoring and auditing system to ensure the maintenance of a safe working environment. Monitoring and prevention activities include regular checks carried out by the HSO, regular updates with the ROESs identified in the company, and consultation with workers. In addition, annual meetings are held involving key H&S figures.

Usually within the first quarter of each year, the annual meeting of the Quality & Security Forum, an important corporate body, is held with the aim of carrying out a Management System Review. The purpose of the review is to assess the efficiency and performance of the management system and to ensure that the corporate policies and their objectives are always met.

As part of this Management Review, the following are provided in relation to Occupational Health and Safety:

- The level of personnel training;
- Results of employee participation and consultation;
- Relevant communications from external stakeholders and supervisory bodies;
- The performance level of Health & Safety processes;
- Changes that may affect the Management System;
- Developments in legal requirements;
- Opportunities for improvement.

After verifying the adequacy of the Management System, the Quality & Security Forum indicates the timescales and responsibilities for implementing any recommendations and/or actions to be taken with a view to continuous improvement of the working environment and Occupational Health and Safety.

OCCUPATIONAL HEALTH AND SAFETY AT A GLOBAL LEVEL

The CRIF Group countries other than Italy put in place various measures to protect workers, in accordance with the regulatory requirements of each country. The Group has defined a set of rules in a corporate policy in order to ensure that H&S is treated equally by the different countries, above all in relation to key areas.

A crucial element is the definition of roles and responsibilities within each local management system.

Maintaining a safe workplace, where risks are minimized, is a specific task of Management, and local responsibilities (responsibilities of specific departments or direct responsibility of Country Directors) have been identified to ensure an occupational health and safety management system that is in full compliance with local regulations. These management figures promote a culture that encourages employees to recognize the difference between the right and wrong behavior in the workplace and urges them to comply with local H&S requirements.

Moreover, roles have been identified, where appropriate, or reference processes, to give workers the opportunity to express their opinions and to report any abnormal situations.

In relation to the applicable legislation, risk assessment activities and inspections are carried out on a regular basis. The objective is to identify uncontrolled threats and verify the suitability of the working environment, so that corrective or preventive actions can be taken.

Health surveillance by the company OHP varies from country to country, but is always in compliance with local regulations. Medical examinations may be carried out within a certain period of employment, as a result of prolonged periods of illness or according to a set frequency.

Training is a key component for the protection of workers. It is carried out on recruitment, then on a regular basis and when necessary in the event of unexpected changes or situations (e.g., COVID). Training is intended to inform workers of the requirements, hazards and H&S controls envisaged for their protection and teaches them how to behave in the work environment. In addition to general training, fire-fighting and first aid training is provided for members of the emergency teams.

The documentation produced in relation to the Occupational Health and Safety Management System must be kept up to date and in the appropriate local archives.





Support for local communities



CRIF Group is committed to enhancing the social and environmental context it operates in, both locally in the individual countries and globally, paying particular attention to the needs of the community and supporting associations and initiatives relating to training, health, equal opportunities and financial education.

CRIF believes it is fundamental to analyze the local context and to promote initiatives that effectively respond to local needs, and in this context it is committed to promoting a culture open to dialog and to listening to the local communities it operates in.

In 2022, CRIF consolidated the process aimed at building strong and lasting relationships with local communities and renewed its commitment on a global scale to helping communities by supporting numerous associations through donations, the promotion of charitable initiatives and awareness-raising activities:



UNICEF

UNICEF is the United Nations Children's Fund, whose mission is to contribute to the survival, protection and development of the potential of every child, with special care for the most fragile and vulnerable. CRIF supported UNICEF with a donation at Christmas.

UNHCR

In 2022, CRIF supported the UN foundation for refugees, launching internal initiatives to raise awareness among employees and their friends/families about the issue of Ukrainian refugees.



TREEDOM

Treedom is the first site that allows you to plant trees remotely and follow the project online. Since its foundation in 2010 in Florence, more than 3,000,000 trees have been planted in Africa, Latin America, Asia and Italy. All trees are planted directly by local farmers and contribute to producing environmental, social and financial benefits.

On the occasion of Global CRIF DAY, 200 trees were planted, creating the Global CRIF Day Forest; trees that will grow in Colombia, Ecuador, Kenya and Malawi and will bring environmental, social and economic benefits over time, including improved air quality and support to the local communities taking care of the trees.



FONDAZIONE ZUSTRICZ

The foundation, established in 2016, works for Polish-Ukrainian cooperation, supporting the integration of Ukrainians living in Poland. In 2022, thanks to the contribution of its employees, CRIF supported the foundation's activities to help refugees arriving in Krakow.

SEVA SAHAYOG FOUNDATION

Foundation based in India, which acts as a link between companies and NGOs, in the interests of the community. It operates in the areas of education, training, health and the environment. In 2022, CRIF supported the foundation as part of an employee event.

**YAYASAN AKU CINTA DENGAN CINTA**

An Indonesian national initiative, set up to provide support to micro, small and medium-sized enterprises (MSMEs) facing immense economic challenges during and after the pandemic. In 2022, CRIF supported the foundation as part of an employee event.

**CRIF together with the non-profit Fondazione ANT Italia**

The Fondazione ANT Italia Onlus - set up in Bologna in 1978 - is the largest non-profit organization in Italy providing free homecare to cancer patients. Since 2004, it has also been working in the field of cancer prevention. CRIF supports the foundation through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families. Several times a year, we invite the association to set up a stand with volunteers at the main entrance to the company to promote charitable initiatives, and we also advertise other initiatives that it organizes. Free on-site screening is also arranged for employees to prevent melanoma..

**CRIF supports LILT prevention initiatives**

The Italian League for the Fight against Cancer (LILT) – Milan and Monza-Brianza District, founded in 1948 and driven by a strong culture of community and health education, operates in the Milan and Monza area addressing all aspects of cancer through multiple services offered to the population in the field of prevention, early diagnosis and assistance, supported by the work of more than 700 volunteers. CRIF supports the foundation through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families, as well as promoting the initiatives organized by the Foundation through the company intranet.

**CRIF supports AGEOP**

AGEOP is a voluntary association that supports scientific research in the fight against child cancer and is dedicated to the care of young cancer patients and their families through Hospitality, Care, Psycho-oncology, Psychosocial Rehabilitation and Awareness-Raising projects. CRIF supports the association through a number of initiatives, and in 2022 with the “SUMINAGASHI LAB” initiative, where volunteers made artworks from ink and water, which were then donated to AGEOP for sale in charity shops.



CRIF supported the **SANT'ORSOLA FOUNDATION** at Christmas with a donation; the Foundation has always been committed to promoting and further developing the care and assistance provided by Bologna General Hospital, a national and international benchmark in healthcare.

**CRIF SUPPORTS DYNAMO CAMP**

Fondazione Dynamo Camp is a non-profit organization that offers recreational therapy programs free of charge to children and young people suffering from chronic diseases, in therapy, or post-hospitalization, and to their siblings and families. Located in the province of Pistoia in a 900-hectare oasis affiliated with WWF, it is part of the SeriousFun Children's Network, a worldwide association of camps founded in 1988 by Paul Newman. In 2022, CRIF made a donation as part of a team building event that involved a large number of employees.



IO DO UNA MANO

A non-profit association that aims to help people, in particular children, with congenital or acquired differences in the upper limbs by modeling, 3D printing and distributing customized aids free of charge. IO DO UNA MANO promotes the concept of accessibility and the creation of “digital volunteering”. In 2022, CRIF made a donation as part of a team building event that involved a large number of employees.



CRIF SUPPORTS FONDAZIONE SANTA CHIARA

CRIF supported the project for the construction of homes as part of the Aldina Balboni residential and social-educational facility for people with disabilities, initiated by Fondazione S. Chiara, which offers services and support to people with disabilities in Bologna.



ASOCIAZIONE BIMBO TU

Bimbo Tu is an association that helps children suffering from cancer, autism, epilepsy, neuromotor disabilities and other diseases of the central nervous system. The association helps families by providing practical and emotional support, offers free accommodation for families who need it, and provides practical help to those seeking faster and more effective treatment and diagnosis. CRIF supports the association through internal and external initiatives for fundraising purposes and to raise awareness among employees and their friends and families, as well as promoting the initiatives organized by the association through the company intranet.

FAMIGLIE PER L'ACCOGLIENZA

Famiglie per l'Accoglienza is a network of families who support each other in the experience of family care (adoption, foster care, hospitality, care for the elderly and disabled) and promote it as an asset for the individual and for society as a whole. CRIF supported the association with a donation to mark its 40th anniversary.

CARITAS

Caritas, as part of its activities to help the weakest in society, cooperates with and supports Caritas Ukraine in its difficult work with the victims of the war that is ravaging Ukraine and the rest of the most vulnerable population. In particular, in 2022, CRIF made a donation to help provide reception services and support to the affected refugees.



SAMUR ODV

(Advanced Studies in Urological Diseases) is a non-profit scientific organization whose objective is to promote and enhance scientific research in the field of Urology through scholarships, funding of research programs, acquisition of scientific medical equipment, education and support for sufferers. CRIF supported the organization and its research in 2022.



FONDAZIONE PIO ISTITUTO delle SORDOMUTE POVERE in BOLOGNA

The mission of the Foundation is to provide support to deaf girls who are currently staying away from home for educational purposes. It is also involved in initiatives to support people with disabilities, through incentive and support programs. In 2022, CRIF made a donation on the occasion of the “Peonies in bloom” event.



FONDAZIONE RIZZOLI

The mission of the Rizzoli Foundation is to support the Rizzoli Orthopedic Institute, ensuring that the medical care and assistance provided is increasingly tailored to the patient, contributing to research activities and to the enhancement of the artistic and cultural heritage housed in the historic Institute. CRIF supported Fondazione Rizzoli with a donation at Christmas.



SCHOLÉ

Scholé is a free study support center for middle school students. A place to get help with schoolwork, but also a place to meet others, grow together and become friends. In 2022, CRIF supported the organization with a cash donation and by organizing internal initiatives to raise awareness among employees and their friends and families.



CENTRO CULTURALE MILANO

For several years now, CRIF has been supporting this center, which promotes culture in Milan and Italy, through events, exhibitions and publications.



SUCCEDE SOLO A BOLOGNA

In 2022, CRIF supported this non-profit, apolitical, non-partisan and secular cultural association, which is involved in enhancing and promoting the culture, artistic heritage and monuments of Bologna and its province.



CEFA

CEFA is a non-governmental organization that has been working for 50 years to overcome hunger and poverty. It helps the world's poorest communities to achieve food self-sufficiency and respect for fundamental rights (education, employment, gender equality, child protection). In 2022, CRIF supported the organization with internal initiatives to raise awareness among employees and their friends and families.

CROCE ROSSA ITALIANA Osimo Local Committee

in 2022, CRIF supported the organization as part of an employee event.



THEODORA ONLUS

Since 1995, the “Dream Doctors” of the non-profit organization Fondazione Theodora have been helping children in hospital to cope with the difficult experience through listening, playing and fun. CRIF supports the foundation by promoting initiatives organized by the foundation through the company intranet.



EDUCATIONAL SUPPORT INITIATIVES

For many years, CRIF has been actively supporting the enhancement of the local communities it is located in, with a specific focus on education. In many of the countries it operates in, various educational initiatives have been promoted, including:

- CRIF India helped found Shri Ram Krishna Adhyatmik kala krida shaikshnik, Pune. This organization is dedicated to the educational and cultural development of orphaned children. After visiting the foundation and finding that there is no basic infrastructure for the children living there, CRIF contributed to the development and upgrading of the infrastructure with modern facilities for the children, with the aim of improving their living conditions and contributing to their growth and development.
- CRIF Turkey provided financial support through a donation to “DARÜŞŞAFKA”, Turkey’s first school that provides meals and high-quality education to talented, financially disadvantaged children whose mother or father has died.
- In the Czech Republic and Slovak Republic, CRIF opened its doors to students to help them write their CVs and prepare for interviews; free teaching activities were also initiated at the university.
- CRIF Germany started a collaboration with the Karlsruhe Institute of Technology (KIT), where the company’s employees introduced students to careers in data management and analytics, and published job opportunities directly on the Institute’s notice boards.
- CRIF Greece, in collaboration with *Athens University of Economics & Business*, *University of Piraeus*, *Panteion University*, *National Kapodistrian University* and *Deree-The American College*, sponsored 11 internships in the field of Human Resources, Communication and IT in 2022. The initiative concluded with 4 new hires. Mock interviews, webinars and virtual business days were also organized with a view to contributing to the career guidance and development of potential young talent.

- In Italy, CRIF provides study grants, sponsors innovative projects and partners with local universities including:

UNIVR RISK MASTER’S:

in 2022, CRIF gave a lecture at the University of Verona (UNIVR) as a member of the Faculty of the postgraduate and continuing education course in Risk Management, on the subject of “ESG – challenges and opportunities for the insurance business”, looking at the impact of sustainability issues on the insurance market. CRIF’s collaboration with the University of Verona is part of CRIF’s close relationship with academia and innovation & research hubs.

MASTER’S IN QUANTITATIVE RISK MANAGEMENT:

for the seventh consecutive year, the 2022/2023 edition of the Level II Master’s in *Quantitative Risk Management* was launched in 2022, initiated through the strategic partnership between the Department of Statistical and Economic Sciences at the University of Bologna and CRIF. The Level II Master’s degree, which is conducted entirely in English, aims to train experts in the risk management of financial intermediaries, looking in detail at the main concepts of probability, statistics, econometrics, financial engineering and institutions in the financial intermediation markets. To help participants enter the labor market, at the end of the training course there is a 360-hour practical internship with CRIF or one of its partner companies. CRIF sponsors the initiative and as such undertakes every year to offer the master’s students 5 grants and curricular internships, which are just the first step on a path of professional growth within the company for the most talented students.

MASTER’S IN CYBERSECURITY:

in 2022, the third edition of the Executive Master’s in *Cybersecurity: from design to operations* was also launched, offered by the University of Bologna Department of Computer Science and Engineering and CRIF, designed both for ICT professionals who want to accelerate their career path and for graduates who want to specialize in the field of cybersecurity. The master’s also involves leading companies operating in the sector, including Certego, Cryptonet Labs, Minded Security and Yoroi, supporting a teaching approach of advanced technical and practical training, as well as the backing of major companies, including Datalogic



and KPMG, highlighting the importance of the subject for the whole economic fabric. The partner companies offer **grants** to the most deserving students, covering a portion of the course fees according to a ranking system. CRIF is the main sponsor of the initiative and makes some of its most experienced professionals in the field of cybersecurity available free of charge as lecturers on the master's program. After the academic part of the program, there is a 500-hour internship with one of the partner companies, with the aim of helping the participants enter the labor market. In particular, CRIF offers opportunities to work with the company first through curricular internships, and then continues working with the most deserving students.

CRIF also works with the **UNIVERSITY OF BOLOGNA BUSINESS SCHOOL**, which provides postgraduate education. During the specialist master's degrees, students are given the chance to directly carry out **project work** with CRIF, looking at topics which are of real interest to the company, in this way allowing the participants to get experience with a multinational company.

PARTNERSHIP WITH THE UNIVERSITY OF CALABRIA AS PART OF ITS MASTER'S DEGREE IN DATA SCIENCE: in 2022, the third Edition of the Level II University Master's in Data Science was launched, developed in partnership with 27 national and multinational companies based in Calabria. The master's is aimed at training Data Scientist professionals with expertise in the acquisition, management, analysis and interpretation of data of any kind and from sources that are not always conventional, transforming them into knowledge. The course is conducted by lecturers from the University of Calabria and other Italian universities, by researchers from prestigious institutions and research institutes (ISTAT - Italian Institute of Statistics, Bank of Italy, Italian National Research Council) and by business experts. The third edition of the master's includes three grants funded by partner companies, including CRIF, fully covering the tuition fees.

FINANCIAL EDUCATION AND SUPPORT

CRIF's commitment to financial education is reflected every year in financial education and promotion initiatives, in its participation in conferences and its presence in numerous journals.

RESEARCH AND PUBLICATIONS

With its unique information assets and its more than 30 years' experience in data analysis and management, CRIF conducts international research, studies and periodic surveys to understand the development of lending to households - both consumer credit and mortgages - and lending to businesses. CRIF also produces magazines and newsletters dedicated to market players, together with the development and promotion of a series of financial education and inclusion projects. CRIF offers its knowledge for the benefit of the community to support professionals in their day-to-day activities, businesses in their strategic planning and citizens to increase their knowledge and make informed choices.

SOME OF THE MAIN INITIATIVES



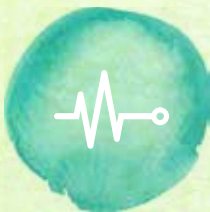
#CONSUMER CREDIT SURVEY

The Assofin-CRIF-Prometheia Consumer Credit Survey, now in its 51st edition, investigates the various aspects of the lending to households market, including both consumer credit and mortgages. Published every six months, it takes advantage of the uniqueness of the EURISC information assets - the CRIF credit reporting system - and also presents detailed reports highlighting the specific characteristics of the credit market in the individual Italian regions.



#ANALYSIS OF CREDIT MARKET TRENDS IN THE CZECH REPUBLIC

The analysis of trends in the credit market, carried out by CBCB (Czech Banking Credit Bureau), CRIF Czech and CNCB (Czech Non-Banking Credit Bureau), focusing on the evolution of the level of consumer indebtedness in the Czech Republic, including in relation to wage growth, provides unique insights into the current and future scenarios, including the importance of financial education projects to increase the public's level of knowledge and awareness.



#PULSE SURVEY

The Pulse Survey was developed to investigate the economic and financial effects of the COVID emergency on Italian companies. Specifically, it enables analysis of the impacts on business and the future performance of various economic sectors, with timely and accurate information regarding credit and trading trends.



#CREDIT FRAUD SURVEY

The CRIF Credit Fraud Survey, published every six months for over 10 years, identifies the characteristics and trends of credit fraud based on objective data and detailed analysis. Furthermore, the Survey identifies the needs of credit institutions and institutional bodies involved in preventing and combating fraud.



#CYBER SECURITY OBSERVATORY

The Observatory looks at the vulnerability of individuals and companies to cyber attacks and helps interpret the main trends concerning data exposed in open web and dark web environments, the type of information, the areas in which data traffic is concentrated, and the most exposed countries, as well as offering insights to help deal with cyber risk in a more informed way.



#CREDIT MAP

The Credit Map is an interactive study carried out by Mister Credit – the area of CRIF that deals with the development of educational solutions and tools for consumers – that provides a six-monthly comprehensive and up-to-date snapshot of the main indicators relating to the use of installment-type credit by Italian consumers. In particular, it highlights differences between areas in terms of the main credit products, the average installment and residual exposure.



#CREDIT APPLICATION BAROMETER

Based on the information assets of EURISC – the CRIF credit reporting system – the barometer shows the monthly trend in loan and mortgage applications as well as mortgage subrogations by Italian households. In addition, the evolution of credit assessment and reassessment requests submitted by businesses is monitored on a quarterly basis.



#NPE SURVEY

The Survey produced every six months by CRIBIS Credit Management - a CRIF Group company specializing in the management of Collection and NPL management processes - provides a structured overview of the trends in non-performing loan management. The aim is to provide information support to industry operators, giving them a complete and up-to-date view of the market in relation to credit risk and the dynamics of legal proceedings.



#PAYMENT STUDY

The CRIBIS Payment Study is the quarterly study on the payment behavior of Italian companies. It is the principal benchmark for payments in Italy and its data is used by the main national, local, and industry publications. In addition to national data, it provides different levels of insight, allowing the overall analysis of the degree of integrity of companies from the point of view of payments to their suppliers.



#INSURANCE FRAUD FROM A TO Z

Insurance Fraud from A to Z brings together all the research and experience gained in the field by CRIF UK. The guide looks in detail at the relationship between inflation and insurance fraud as well as the role of insurers, and outlines the most common types of insurance fraud.



#MISTERCREDIT BLOG & NEWSLETTER

The content published on the mistercredit.it blog and circulated through the regular newsletter on credit, data protection and online security aims to increase consumer knowledge and help them make more informed decisions.



#CYBERNINJA

CyberNinja is an online game designed by CRIF to raise awareness about cybersecurity. The game features a series of quizzes where young people and adults can try their hand at recognizing the many types of phishing in a fun way.



#TREND

Trend is the CRIF RES e-magazine which aims to be a benchmark for news and trends in the world of real estate, finance and real estate credit. The aim is to share market trends, scenarios and developments through CRIF RES experts' experience in the field and analysis using CRIF's wealth of information assets, acting as an everyday working tool for real estate professionals.



#SINTESI

A four-monthly digital publication in e-book and .PDF format. Sintesi aims to be a real tool for dialog and sharing experiences and market trends, making CRIF a partner that is always closer to your needs. Sintesi gave rise to Sintesi on Air, the market outlook in video format to keep up to date on the development of the credit market through original analyses, studies and surveys produced by CRIF. Videos are posted every month on the CRIF YouTube channel.



#FACCIO TESORO

In order to make its own contribution to improving financial culture among people who find themselves faced with increasingly complex choices, CRIF launched Faccio Tesoro, a multimedia project entirely dedicated to financial education. The idea behind the project is to provide practical and easy-to-use information to increase awareness about borrowing and managing personal

finances, focusing on knowledge of the key concepts, the available tools and their use.

The initiative comprises 3 promos, 6 comedy sketches focused on certain important stages in a family's life (birth of a child, starting a job, buying a home or an important item such as a car, management of the household budget, etc.), and 106 explanatory videos on topical issues concerning the home, access to credit, new tools, technologies developed by banks, savings and investments.

The videos are published on the YouTube channel dedicated to the initiative and on the website www.facciotesoros.it, where visitors can also test their skills by answering a quick quiz, choosing questions on the topics of greatest interest such as Home and Mortgage, Applying for a Loan, Budgeting and Borrowing, Payment Cards and Valuation Processes. Finally, in the "Ask Faccio Tesoro" section of the website, CRIF uses the skills of its experts to answer specific questions received from consumers.

Confirming its mission to continuously offer new insights and content, in 2021 "Faccio Tesoro" also became a podcast, with a campaign divided into 32 issues, which brought a number of important topics to Spotify, Apple and Google Podcasts, as well as to the dedicated section at www.facciotesoros.it/podcast.

CRIF CYBER GAME

Phishing is becoming more and more common in the daily lives of young people and adults. That's why CRIF wanted to build a tool **to educate internet users** about phishing risks and trends.

The "**Cyberninja**" Cyber Game is aimed at **increasing knowledge** through a **quiz** that presents players with different types of communications and e-mails, asking them to identify scams and suspicious messages.

At the end of the game, players get a score and can **download a handy guide to phishing**.

The game was launched in **late October 2022** as part of Cybersecurity Month; CRIF actively promoted it across multiple online channels, and there were over 300,000 views.



INITIATIVES SUPPORTING INCLUSION

CRIF believes in equality, the protection of human rights and the value of diversity, and wants to promote and strengthen these principles by encouraging the creation of a working environment free from any form of discrimination and where dignity and the protection of health, security and privacy rights are safeguarded. Aware of the positive impact that its contribution to inclusion can have on the community and in line with its corporate values, CRIF promotes awareness-raising initiatives with the common aim of supporting local associations in the fight against inequality and in the promotion of an inclusive culture, contributing on a global scale to achieving the Sustainable Development Goals of the UN 2030 Agenda.

This year, CRIF decided to formalize its commitment by implementing its Diversity & Inclusion Policy at a corporate level, with a view not only to ensuring that the values contained in it are promoted in its offices, but also to directing them toward external partnerships that in turn promote this corporate policy.

Here are some examples of the many initiatives and activities in this area that CRIF carries out every year around the world:

For the fifth consecutive year, CRIF Poland took part in the Poland Business Run, the largest charity race in Poland that helps make the dreams of people with physical disabilities come true. Every September, employees of small businesses and large international companies, regardless of their profession or position, run in a relay race, with the revenues donated to people with physical disabilities, in particular amputees.

CRIF Taiwan has partnered with the Taiwan Autism Creative Arts Association, an association dedicated to the physical and mental development of people with autism, with the aim of providing them with job opportunities. In 2022, one of the people proposed by the association was added to the CRIF team.

There are numerous initiatives promoted by CRIF Greece, including:

- The well-established participation in the annual event dedicated to female leadership followed by the exclusive publication of “Leading Women in Business”, aimed at presenting female entrepreneurship and highlighting the success stories of women entrepreneurs and C-Level executives.

CRIF Switzerland makes annual donations to various associations:

- *Terres des hommes*, a network of 11 national organizations committed to defending children’s rights and promoting equitable development, without any ethnic, religious, political, cultural or gender discrimination.
- Sponsorship Network International, a team of professionals mainly located in Switzerland dedicated to improving the lives of disadvantaged people by coordinating financial aid and collecting materials to donate.
- PlusSport, an organization for disabled sports in Switzerland with more than 4,500 companies and individuals, based mainly in the Swiss Canton of Zurich, supports people with disabilities by offering programs for all types of recreational and competitive sports, for all target groups and ages, and for all types of disabilities, always with the aim of promoting integration and inclusion.





Reduction of environmental impacts



Environmental protection and climate change are key issues for CRIF Group.

In 2022, the first **Environmental Policy**¹ was introduced with the aim of defining the Group's commitments, actions and target areas, in order to implement an environmental management system that aims to reduce and contain the direct and indirect impacts generated by the operating activities of the company and its supply chain.

Actions taken include:

- The **calculation of the Carbon Footprint in accordance with ISO 14064**, aimed at estimating and identifying the main categories that generate an environmental impact and setting targets for reducing GHG emissions into the atmosphere. The Carbon Footprint analysis was initiated starting from Italy, where the main HQ buildings are located, with a commitment to extend the calculation to the other main sites of the Group in the medium term.
- The promotion of **sustainable mobility** initiatives through employee discounts, in order to promote, where possible, the use of transport alternatives with a lower environmental impact than private cars and through awareness raising to increase the number of hybrid and electric vehicles in the company fleet. The introduction of the Hybrid Working model has also helped to reduce work-related travel, thanks to the possibility of working from home and new digital communication tools.

PROMOTING A SUSTAINABLE CULTURE

CRIF Group is involved in awareness-raising activities on sustainability topics through dedicated communication campaigns.

Educating and engaging all stakeholders on sustainability topics is crucial to generating an increased awareness of the fact that we are all change agents in the sustainable transition process.

Once again in 2022, CRIF Italy joined the environmental initiative "**M'illumino di meno**" on the occasion of the **National Day of Energy Saving and Sustainable Lifestyles** in order to raise awareness of the culture of energy saving and to focus attention on environmentally sustainable behavior.

Awareness-raising activities include promoting the separate collection of paper and plastic and reducing the use of paper through small actions that can have an environmental impact, including the use of digital signatures, the sending of digital marketing materials, and the printing of documents only when necessary in black and white and double-sided.

¹ This policy was approved by the Board and made available to all stakeholders on the corporate website <https://www.crif.com/about/sustainability/>



"INVEST IN OUR PLANET, REDUCE CARBON BY ONE KILOGRAM A DAY"

To encourage more sustainable employee behavior, CRIF Taiwan launched an initiative that included studying the carbon-reduction potential of each of the actions listed below. Each employee recorded the frequency of the behaviors described over time and at the end the amount of carbon saved was calculated. The latter was converted into a carbon tax, which was donated to relevant organizations to support existing carbon-reduction initiatives.

1. Walking rather than using a car for short distances
2. Use of environmentally friendly objects
3. Use of digital receipts and reduction in paper usage
4. Taking the stairs instead of the elevator
5. Vegetarian meals (no meat)
6. Reduced milk consumption
7. Turning off the TV and doing physical activities
8. Recycling plastic bottles
9. Turning off screens at the end of the working day.

ENERGY CONSUMPTION

In line with previous years, CRIF continued the monitoring of energy consumption in order to measure energy performance and identify any possible actions to optimize it.

Among the main actions is the use of new generation energy-efficient refrigeration systems (with integrated free cooling); the modification of the set-up of the central refrigerator for the more efficient management of chilled water; and the replacement of obsolete equipment with more efficient, new generation equipment.

In the installation with the highest energy use, a free cooling system was introduced that exploits the temperature of the external air, when favorable, to cool the room. Regarding buildings, in addition to the improved plant management, there have been other investments aimed at energy savings, including replacing bulbs with low-consumption LED lights, installing presence sensors, and replacing boilers and other equipment.





METHODOLOGY NOTE

This document is the third edition of the **Corporate Social Responsibility Report** of the companies belonging to the Group comprising **CRIF S.p.A. and its subsidiaries** in relation to 2022 for the period from January 1, 2022 to December 31, 2022.

The Corporate Social Responsibility Report is published annually.

With this document, CRIF would like to illustrate the responsible management of a Group which recognizes the importance of putting in place initiatives aimed at satisfying the needs and expectations of its stakeholders, bringing together financial and social responsibility, which creates value for people, communities and the environment.

Scope

CRIF is a global company that operates across four continents and the report follows a methodology that takes into account the complexity of the business, outlining the main Group policies, initiatives and economic, social and environmental impacts, at a global level.

This 2022 Corporate Social Responsibility Report has been prepared in accordance with the Global Reporting Initiative (GRI) standards. CRIF currently prepares the Corporate Social Responsibility Report voluntarily, and so the non-financial reporting is not integrated with the financial reporting.

Given that they were acquired in December 2022, the companies INNOLVA S.p.A, Innolva Relazioni Investigative S.r.l. and Comas S.r.l. are not included in the reporting scope of this document. The changes in scope are as follows:

DATA TYPE	SCOPE
Financial data	All consolidated CRIF companies
Employee information	All consolidated CRIF companies except INNOLVA S.p.A, Innolva Relazioni Investigative S.r.l. and Comas S.r.l. since they were acquired in 2022.
Work-related injury data	All Italian companies: CRIF S.p.A, CRIF SERVICES S.p.A, CRIBIS CREDIT MANAGEMENT S.r.l., TELESERVICE S.r.l., CRIBIS D&B S.r.l., CRIF RATINGS S.r.l.

Supplier data	<p> CRIF GULF DWC LLC CRIF SOLUTIONS GULF DWC-LLC CRIF GMBH CRESURA AG CRIF AG CRIF - CZECH CREDIT BUREAU A.S. CRIF GmbH EURO PRO GMBH CRIF CREDIT SOLUTIONS GMBH STRANDS LABS, SA CRIF DECISION SOLUTIONS LTD CRIF REALTIME LIMITED CRIF IRELAND LIMITED CRIF VISIONNET LIMITED CENTRAL CREDIT REGISTER HIGH MARK CREDIT INFORMATION CRIF SOLUTIONS PRIVATE LIMITED CRIF CONNECT PRIVATE LIMITED CRIF DIGITAL SERVICES PRIVATE LIMIT CRIF SERVICES SPA CRIF S.p.A. CRIBIS CREDIT MANAGEMENT S.R.L. TELESERVICE SRL CRIBIS D&B S.R.L. CRIF RATINGS S.R.L. CRIF REAL ESTATE ADVISORY SRL CRIF SP. Z O.O. KBIG SA CRIF S.P.A., PODRUZNICA KOPER CRIF SLOVAK CREDIT BUREAU S.R.O. CRIF ENFORMASYON DERECELENDIRME VE CRIF SELECT CORPORATION </p>
Environmental data	<p> All Italian companies: CRIF S.p.A, CRIF SERVICES S.p.A, CRIBIS CREDIT MANAGEMENT S.r.l., TELESERVICE S.r.l., CRIBIS D&B S.r.l., CRIF RATINGS S.r.l. </p>

CRIF Group's Corporate Social Responsibility Report is also subject to limited assurance engagement by KPMG.

Specifically, the reporting scope comprises the following companies, included in the consolidation scope of CRIF GROUP as of December 31, 2022:

CRIF SERVICES SPA	CRIF Repi s.r.o.
CRIF Burgel GmbH	PT. VISI GLOBALINDO DATA UTAMA
Europro GmbH	WHITEBLUEOCEAN LTD
Elbe Credit Management GmbH	CRIF CREDIT SOLUTIONS GMBH
CRIF SDN. BHD - Malesia	VISIONet Limited
CRIF Receivables Management Limited Liability Company (Azerbaijan)	CRIF D&B VIETNAM LLC (Vietnam)
CRIF SPA	CRIF D-B Philippines Inc
CRIBIS CREDIT MANAGEMENT Srl	CRIF SELECT CORP
CRIF ALACAK Yönetim Ve Danismanlik Hizmetleri A.S.	CRIF EGYPT Information Technology
PT CRIF Indonesia	CRIF REALTIME LIMITED (UK)
TELESERVICE SRL	CREDIT DATA RESEARCH REALTIME Italia Srl – Milan ITALY –
CRIBIS D&B SRL	CREDIT DATA RESEARCH REALTIME France – Paris FRANCE
CRIF RATINGS SRL	CRIF BUSINESS SOLUTIONS LTD – UK
CRIF ADVISORY REAL ESTATE SRL	CRIF MADAGASCAR S.A.
CRIF HONG KONG	Easylink Ämterservice Schatzmann AG
CRIF MYANMAR LTD	CRIF Realtime Ireland
CRIF GULF DWC LLC	BIZINSIGHTS PTE. LTD
CRESURA AG	CRIF Information Services Bahamas Ltd
CRIF GmbH	INNOVANCED HK Tech Ltd.
CRIF AG	CRIF CONNECT PRIVATE LIMITED
CRIF Slovak Credit Bureau S.R.O.	CRIF OMESTI SDN. BHD
CRIF DECISION SOLUTION L.T.D.	Strands Inc - Delaware US
CRIF Czech Credit Bureau A.S.	Strands Labs Inc - Oregon US
CRIF SP.Zo.o. (Poland)	Strands Labs SAU - Spain
CRIBIS SA de C.V.	Strands Labs SRL - Argentina
CRIF HIGH MARK CREDIT INFORMATION SERVICES PRIVATE LIMITED (INDIA)	Strands Labs SDS BHD - Malaysia
VIETNAM Credit Information JSC	CREDIT BUREAU “CRIF CREDIT INFORMATION SERVICES” LLC Uzbekistan
CRIF Beijing Information Technology Services Co Ltd	CRIF Information Technology Solutions LLC (Jordan)
CRIF Information Bureau Jamaica Ltd	MICROFINANCE TECHNOLOGIES CENTRE LLC
CRIF ENFORMASYON DERECELENDIR Ve Danismanlik Hizmetleri A.S.	CRIF LLC
CRIF SHANGHAI CO. LTD	CRIF KG CJSC Kyrgyzstan
CRIF SOLUTIONS PVT LTD	HIRE PURCHASE INFORMATION DAC
CRIF IRELAND LIMITED	ICAP CRIF SA
CRIF JORDAN PSC	IBHS SA
CRIF REAL ESTATE CORPORATION	Comply DATA SA
CRIF CORP PHILIPPINES	ICAP Romania Srl
CRIF DECISION SOLUTION DWC LLC	ICAP Bulgaria EAD
KBIG S.A.	ICAP Cyprus Ltd
CREDIT INFORMATION BUREAU OF TAJIKISTAN Lic	Lysis SA
CRIF SOLUTIONS REAL ESTATE LLC	CRIF Digital Services Private Limited - INDIA
CRIF Pte Ltd	INNOLVA S.p.A.
CHINA CREDIT INFORMATION SERVICES TAIWAN	Innolva Relazioni Investigative S.r.l.
CHINA CREDIT INFORMATION SERVICES BEIJING	Comas S.r.l. ¹
CHINA CREDIT INFORMATION SERVICES SHANGHAI	CRIF JAPAN Kabushiki Kaisha

The table that follows details the indicators used (GRI Index), in line with the results of the materiality analysis. The section “Appendix – Data and Indicators” details the tables and quantitative information required by the GRI standards.

To create this **Corporate Social Responsibility Report**, first of all a process of analysis and comparison of the most widely used indicators in the sector was implemented. This was followed by a process involving the different managers of the corporate functions operating in CRIF for the collection, analysis, verification and development of the presented data on the basis of the different indicators used.

This Corporate Social Responsibility Report was reviewed and approved by the relevant Business Units that contributed to the report. The Report was reviewed and approved by the Chief Executive Officer.

For more information about the Corporate Social Responsibility Report 2022, you can contact us by e-mailing: HR_Social_Responsibility@crif.com. This document is available online at crif.com.

¹ The companies INNOLVA S.p.A., Innolva Relazioni, Investigative S.r.l. and Comas S.r.l. are not included in the reporting scope of the Corporate Social Responsibility Report and have been excluded since they were acquired in 2022

Appendices



DATA AND INDICATORS

CRIF GROUP

GRI 2-1 “ORGANIZATIONAL DETAILS”

CRIF S.p.A, Via Mario Fantin 1/3, 40131 Bologna (BO)

ECONOMIC RESPONSIBILITY

Item	UOM	2022		2021	
Economic value generated	k€	741,287		615,550	
Economic value distributed	k€	634,297	85.6%	514,000	83.5%
Value distributed to suppliers		267,275	36.1%	234,783	38.1%
Value distributed to employees		306,768	41.4%	242,071	39.3%
Value distributed to capital providers		11,020	1.5%	6,297	1.0%
Value distributed to government institutions		22,127	3.0%	15,169	2.5%
Value distributed to shareholders		25,102	3.4%	14,308	2.3%
Value distributed to the community		2,006	0.3%	1,371	0.2%
Economic value retained	k€	106,990	14.4%	101,550	16.5%

Investment and development activities, both organic through the creation of software and know-how, and inorganic through acquisitions, are a significant part of the type of business the Group does and its strategy. The substantial investment and development activities have a significant impact on the value distributed to suppliers and employees by the company. In order to assess the impact of investment activities on economic performance data, the economic value distributed and the economic value retained are shown below, incorporated based on amortization and depreciation related to the above investments.

	2022		2021	
Economic value generated	741,287		615,550	
Economic value distributed	730,339	98.5%	588,528	95.6%
Economic value retained	10,948	1.5%	27,022	4.4%

Considering the significant impact of the Group's investments, the economic value distributed was € 730.3 million in 2022, corresponding to 98.5% of the economic value generated (588.5 million in 2021, equal to 95.6% of the economic value generated), while the economic value retained in 2022 was €10.9 million, corresponding to 1.5% of the economic value generated (€ 27.0 million in 2021, equal to 4.4% of the economic value generated).

RESPONSIBILITIES TO PEOPLE

GRI 2-7 “EMPLOYEES”¹

Table 1. No. and % of employees by gender

Employees (by gender)	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Number of Employees		2332	2189	4521	2159	1980	4139
% Employees		52%	48%	100%	52%	48%	100%

Table 2. No. and % of employees by age group

Employees (by age)	UOM	2022				2021			
		<30	30-50	>50	Total	<30	30-50	>50	Total
Number of Employees		966	2895	660	4521	906	2711	522	4139
% Employees		21%	64%	15%	100%	22%	65%	13%	100%

Table 3. No. and % of employees by region

Employees (by region)	UOM	2022					2021				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
Number of employees		3084	1287	112	38	4521	2778	1208	120	33	4139
% Employees		69%	28%	2%	1%	100%	67%	29%	3%	1%	100%

Table 4. No. of employees by contract and gender

Employees by contract type	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Permanent contract	no.	2197	2017	4214	2051	1805	3856
Fixed-term contract		135	172	307	108	175	283
Total		2332	2189	4521	2159	1980	4139

Table 5. No. of employees by contract and region

Employees by contract type	UOM	2022					2021				
		Europe	Asia	America	Africa	Total	Europe	Asia	America	Africa	Total
Permanent contract	no.	2859	1218	111	26	4214	2553	1151	120	32	3856
Fixed-term contract		225	69	1	12	307	225	57	0	1	283
Total		3084	1287	112	38	4521	2778	1208	120	33	4139

Table 6. No. of employees by full/part-time and gender

Employees by full/part-time	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Full-time	no.	2301	2058	4359	2144	1860	4004
Part-time		31	131	162	15	120	135
Total		2332	2189	4521	2159	1980	4139

Table 7. No. of employees by full/part-time and region

Employees by full/part-time	UOM	2022				
		Europe	Asia	America	Africa	Total
Full-time	no.	2925	1285	111	38	4359
Part-time		159	2	1	0	162
Total		3084	1287	112	38	4521

¹ HC methodology adopted to compile the data related to employee population

GRI 2-8 WORKERS WHO ARE NOT EMPLOYEES

Table 8. No. of workers who are not employees by gender

Workers who are not employees	UOM	2022			
		Men	Women	% of total workforce	Total
Consultant	no.	549	179	12%	728
Project-based contract		65	197	4%	262
Intern		75	131	3%	206
Temporary Agency Worker		93	289	6%	382
Agent		113	25	2%	138

With regard to workers who are not employees, the most common types of contracts are: IT consultancy/Global Technologies, business development/management consulting, legal, real estate consultancy/property valuations and surveys.

401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Table 9. No. and % of employees hired in 2022 by gender

Employees hired (by gender)	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Employees hired	no.	620	620	1240	531	476	1007
Employees hired %	%	50%	50%	100%	53%	47%	100%

Table 10. No. and % of employees hired in 2022 by age

Employees hired (by age)	UOM	2022				2021			
		<30	30-50	>50	Total	<30	30-50	>50	Total
Employees hired	no.	479	638	123	1240	464	502	41	1007
Employees hired %	%	39%	51%	10%	100%	46%	50%	4%	100%

Table 11. No. and % of employees hired in 2022 by region

Employees hired (by region)	UOM	2022				2021			
		Men	Women	Total	% of the total	Men	Women	Total	% of the total
Europe	no.	211	296	507	41%				
Asia		182	218	400	32%				
America		16	20	36	3%				
Africa		9	11	20	2%				
Total		584	656	1240	100%				

Table 12. Hire rate 2022

Hire rate	UOM	2022	2021
Global	%	27%	24%
Italy		16%	17%

Table 13. No. and % of employees leaving the company in 2022 by gender in Italy

Employees leaving the company in Italy (by gender)	UOM	2022		
		Men	Women	Total
Employees leaving the company	no.	125	87	212
Employees leaving the company	%	59%	41%	100%

Table 14. No. and % of employees leaving the company in 2022 by age in Italy

Employees leaving the company in Italy (by age)	UOM	2022				2021			
		<30	30-50	>50	Total	<30	30-50	>50	Total
No. of employees leaving the company	no.	71	129	12	212	378	451	67	896
% of Employees leaving the company	%	33%	61%	6%	100%	42%	50%	7%	100%

Table 15. Turnover

Turnover Rate	UOM	2022	2021
Turnover Italy	%	12.8%	11%

GRI 403-9 – WORK-RELATED INJURIES

Table 16. No. of injuries recorded in 2022

Work-related injuries	UOM	2022	2021
Total work-related injuries	no.	9	7
of which fatal (no.)		0	0
of which with serious consequences (no.)		0	0
No. of hours worked		3,307,392.00	4,462,128
Rate of total recordable work-related injuries		2.72%	2.02%
Rate of fatalities as a result of work-related injuries		0%	0%
Rate of high-consequence work-related injuries		0%	0%

The number and rates of work-related injuries recorded in the 2022 reporting period were calculated only for employees of the Italian companies.

Out of 9 recorded injuries, 6 were commuting injuries. The calculation was made according to the following formula “number of recordable work-related injuries / number of hours worked x 1,000,000 hours worked”.

GRI 404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE²

Table 17. No. of training hours provided in Italy by gender and professional category

Hours of training provided by professional category and gender	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	h.	1833	596	2429	997.8	328.3	1326.1
Middle Management		8969	2185.5	11154.5	3642.55	1610.94	5253.49
Employees		28123	12824	40947	7632.27	4786.97	12419.24
Total		38925	15605.5	54530.5	12272.62	6726.21	18998.83

Table 18. No. of employees trained in Italy by gender and professional category

Employees trained (number) by professional category and gender	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	no.	65	19	84	82	23	105
Middle Management		150	68	218	166	85	251
Employees		427	350	777	491	500	991
Total		642	437	1079	739	608	1347

Table 19. No. of training hours per capita in Italy by gender and professional category

Hours of training per capita	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	no.	28.2	31.4	28.9	12.2	14.3	12.6
Middle Management		59.8	32.1	51.2	21.9	19.0	20.9
Employees		65.9	36.6	52.7	15.5	9.6	12.5
Total		60.6	35.7	50.5	16.6	11.1	14.1

Table 20. No. of average annual training hours in Italy by gender and professional category

Average annual training hours	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	no.	22.1	25.9	22.9	12.3	14.3	12.8
Middle Management		51.5	22.3	41.0	22.3	18.7	21.1
Employees		43.1	17.1	29.2	12.9	6.7	9.5
Total		42.8	17.9	30.6	14.7	8.2	11.5

² The number of training hours for 2021 was recalculated following the introduction of a different, more up-to-date calculation system.

Table 21. No. of training hours provided globally by gender and professional category

Hours of training provided by professional category and gender	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	h.	904.50	299.50	1204	761.10	A	1090.40
Middle Management		17134.00	4021.65	21155.65	8851.11	3280.57	12131.68
Employees		44110.00	16202.81	60312.81	15835.25	9318.41	25153.66
Total		62148.50	20523.96	82672.46	25447.46	12928.28	38375.74

Table 22. No. of employees trained globally by gender and professional category

Employees trained (number) by professional category and gender	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	no.	32	11	43.00	52	16	68
Middle Management		366	136	502	464	181	645
Employees		888	561	1449	1136	968	2104
Total		1286	708	1994	1652	1165	2817

Table 23. No. of training hours per capita globally by gender and professional category

Hours of training per capita	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	no.	28.3	27.2	28.0	14.6	20.6	16.0
Middle Management		46.8	29.6	42.1	19.1	18.1	18.8
Employees		49.7	28.9	41.6	13.9	9.6	12.0
Total		48.3	29.0	41.5	15.4	11.1	13.6

Table 24. No. of average annual training hours globally by gender and professional category

Average annual training hours	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
Top Management	No.	4.5	5.5	4.8	4.9	9.1	5.7
Middle Management		40.1	17.2	32.0	23.1	17.8	21.4
Employees		25.9	8.5	16.7	9.8	5.3	7.4
Total		26.7	9.4	18.3	11.8	6.5	9.3

404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Table 25. No. and % employees who received a performance review by gender

Employees who received a performance review	UOM	2022			2021		
		Men	Women	Total	Men	Women	Total
No. of employees assessed	no.	1953	1847	3800	1727	1525	3252
% Employees assessed	%	52%	48%	100%	53%	47%	100%

Table 26. No. and % employees who received a performance review by professional category

Employees who received a performance review	UOM	2022		2021	
		No.	%	No.	%
Top Management	no.	240	6%	177	5%
Middle Management		593	16%	479	15%
Employees		2967	78%	2596	80%
Total		3800	100%	3252	100%

GRI 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

Table 27. No. and % of employees in Italy by gender and professional category

Employees by job title according to gender	UOM	2022					2021				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	no.	83	78%	23	22%	106	81	78%	23	22%	104
Middle Management		174	64%	98	36%	272	163	65%	86	35%	249
Employees		652	46%	752	54%	1404	590	45%	711	55%	1301
Total		909	51%	873	49%	1782	834	50%	820	50%	1654

Table 28. No. and % of employees in Italy by age and professional category

Employees by job title according to age group	UOM	2022							2021						
		<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total
Top Management	no.			46	43%	60	57%	106			51	49%	53	51%	104
Middle Management				189	69%	83	31%	272			185	74%	64	26%	249
Employees		265	19%	972	69%	167	12%	1404	216	17%	943	72%	142	11%	1301
Total		265	15%	1207	68%	310	17%	1782	216	13%	1179	71%	259	16%	1654

Table 29. No. and % of employees globally by gender and professional category

Employees by job title according to gender	UOM	2022					2021				
		Men	% Men	Women	% Women	Total	Men	% Men	Women	% Women	Total
Top Management	no.	199	79%	54	21%	253	155	81%	36	19%	191
Middle Management		427	65%	234	35%	661	383	68%	184	32%	567
Employees		1706	47%	1901	53%	3607	1621	48%	1760	52%	3381
Total		2332	52%	2189	48%	4521	2159	52%	1980	48%	4139

Table 30. No. and % of employees globally by age and professional category

Employees by job title according to age group	UOM	2022							2021						
		<30	% <30	30-50	% 30-50	>50	% >50	Total	<30	% <30	30-50	% 30-50	>50	% >50	Total
Top Management	no.	0	0%	144	57%	109	43%	253	3	2%	119	62%	69	36%	191
Middle Management		20	3%	518	78%	123	19%	661	5	1%	469	83%	93	16%	567
Employees		946	26%	2233	62%	428	12%	3607	898	27%	2123	63%	360	11%	3381
Total		966	21%	2895	64%	660	15%	4521	906	22%	2711	65%	522	13%	4139

GRI 405-2 RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN

Table 31. Ratio of average basic remuneration of women/men in Italy

Professional category	UOM	2022		
		Women	Men	Women/Men
Top Management	€	133,727	126,807	105%
Middle Management		61,893	67,282	92%
1		43,891	47,843	92%
2		35,394	38,210	93%
3		29,886	29,919	100%
3S		29,927	32,397	92%
4		25,363	25,736	99%
4S		24,818	23,832	104%
5		22,257	23,484	95%
6		20,256	20,473	99%
7		17,967	17,967	100%

Table 32. Ratio of average basic remuneration of women/men globally

Professional category	2022		
	Women	Men	Women/Men
Top Management	84,131	103,404	81%
Middle Management	42,290	56,031	75%
Employees	21,541	33,470	64%

Table 33. Ratio of total remuneration (average basic salary + MBO target) for women/men in Italy

Professional category	2022		
	Women	Men	Women/Men
Top Management	182,501	170,146	107%
Middle Management	74,685	80,672	93%
1	49,222	53,745	92%
2	38,456	41,632	92%
3	31,825	31,689	100%
3S	33,518	35,632	94%
4	26,573	26,891	99%
4S	26,803	25,283	106%
5	22,900	24,529	93%
6	20,654	20,899	99%
7	17,967	17,967	100%

Table 34. Ratio of total remuneration (average basic salary + MBO target) for women/men globally

Professional category	2022		
	Women	Men	Women/Men
Top Management	108,199	132,701	82%
Middle Management	45,879	63,141	73%
Employees	22,610	35,928	63%

ENVIRONMENTAL RESPONSIBILITY³

302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION

Tabella 35. Energy consumption within the organization related to the Italian companies

Direct energy consumption (offices)	UOM	2020	2021	2022
a. Consumption from non-renewable sources	GJ	2,975	9,888	17,236
Natural gas (methane)		2,975	3,386	3,174
Petrol		-	1,035	2,825
Diesel		-	5,467	11,237
LPG		-	-	-
Other (please specify)				
b. Consumption from renewable sources		838	812	781
Self-produced electricity from solar kW		838	812	781
of which consumed		838	812	781
of which returned to the grid		-	-	-

Indirect energy consumption (offices)	UOM	2020	2021	2022
Electricity purchased	GJ	19,038.6	18,818.2	19,098.2
Electricity purchased from NON-renewable sources		19,039	18,818	19,098
Electricity purchased from certified renewable sources		-	-	-
Total production energy consumed		22,852	29,519	37,115

302-2 ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION

Tabella 36. Energy consumption outside the organization related to the Italian companies

Business trips with rental car	UOM	2020	2021	2022
Employee rental car (small)	km	-	4,666	3,650
Diesel			4,666	3,650
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (medium)		-	1,570	624
Diesel			1,570	624
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Employee rental car (large)		-	-	-
Employee rental car (size unknown)		-	-	2,280
Diesel				2,280
Petrol				
Other (specify, e.g., Hybrid, CNG, LPG)				
Total business travel by car		-	6,236.00	6,554.00

³ The 2021 data referring to Scope 1, 2 and 3 GHG emissions were recalculated following the introduction of a more up-to-date calculation system, in line with the ISO 14064 standard.

Business air travel	UOM	2020	2021	2022
Business air travel (domestic: $x < 463$ km)	km	-	8,288	8,026
<i>Economy class</i>			7,657	8,026
<i>Business class</i>			631	-
Business air travel (short range: $463 \leq x < 1108$ km)		-	90,036	204,077
<i>Economy class</i>			90,036	202,450
<i>Business class</i>			-	1,627
Business air travel (long range: $x \geq 1108$ km)		-	1,025,983	3,699,533
<i>Economy class</i>			945,225	3,244,280
<i>Business class</i>			80,758	455,253
Total business air travel			-	1,124,307

Business travel by train	UOM	2020	2021	2022
<i>Regional trains (not high speed)</i>	km	-	1,692	1,149
<i>High-speed trains</i>		-	16,959	36,365
Total business travel by train		-	18,651	37,515

302-3 – ENERGY INTENSITY

Table 37. Energy intensity related to the Italian companies

Emissions intensity	UOM	2020	2021	2022
FTE unit	n		2,093	1493
<i>Energy intensity</i>	GJ/n	-	13.99	24.86

305-1 – DIRECT (SCOPE 1) GHG EMISSIONS

Table 38. GHG Emissioni Scope 1 related to the Italian companies

Direct emissions (offices)	UOM	2020	2021	2022	
Consumption from non-renewable sources	tCO2e	151.88	596.28	1,085.18	
<i>Natural gas (methane)</i>		151.88	172.32	160.91	
<i>Petrol</i>		-	65.15	175.12	
<i>Diesel</i>		-	358.81	749.15	
<i>LPG</i>		-	-	-	
Other (please specify)					
Consumption from renewable sources		-	-	-	
Self-produced electricity from solar 30 kW		-	-	-	
<i>of which consumed</i>		-	-	-	
<i>of which returned to the grid</i>		-	-	-	
Self-produced electricity from wind 10 kW		-	-	-	
<i>of which consumed</i>		-	-	-	
<i>of which returned to the grid</i>		-	-	-	
Other (specify e.g., geothermal, biomass)					
Production energy consumed			151.88	596.28	1,085.18

305-2 – ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

Table 39. Gross location-based energy indirect (Scope 2) GHG emissions in tons of CO2 equivalent related to the Italian companies

Indirect emissions (location-based) (offices)	UOM	2020	2021	2022
Electricity	tCO2e	1,365.98	1,350.17	1,370.26

Table 40. Gross market-based energy indirect (Scope 2) GHG emissions in tons of CO2 equivalent related to the Italian companies

Indirect emissions (market-based) (offices)	UOM	2020	2021	2022
Electricity	tCO2e	2,414.50	2,386.56	2,422.06

305-3 – OTHER INDIRECT (SCOPE 3) GHG EMISSIONS

Table 41. GHG Emissioni Scope 3 related to the Italian companies

Business trips with rental car	u.m.	2020	2021	2022
Employee rental car (small)	tCO2e	-	0,64	0,50
<i>Diesel</i>		-	0,64	0,50
<i>Petrol</i>		-	-	-
<i>Other (specify, e.g., Hybrid, CNG, LPG)</i>				
Employee rental car (medium)		-	0,26	0,10
<i>Diesel</i>		-	0,26	0,10
<i>Petrol</i>		-	-	-
<i>Other (specify, e.g., Hybrid, CNG, LPG)</i>				
Employee rental car (large)		-	-	-
<i>Diesel</i>		-	-	-
<i>Petrol</i>		-	-	-
<i>Other (specify, e.g., Hybrid, CNG, LPG)</i>				
Employee rental car (unknown)		-	-	-
<i>Diesel</i>		-	-	-
<i>Petrol</i>		-	-	-
<i>Other (specify, e.g., Hybrid, CNG, LPG)</i>				
Total business travel by car	-	0,90	0,61	

Business air travel	u.m.	2020	2021	2022
Business air travel (domestic: x < 463 km)	tCO2e	-	2,04	1,97
<i>Economy class</i>		-	1,88	1,97
<i>Business class</i>		-	0,16	-
Business air travel (short range: 463 ≤ x < 1108 km)		-	13,60	30,94
<i>Economy class</i>		-	13,60	30,57
<i>Business class</i>		-	-	0,37
Business air travel (long range: x ≥ 1108 km)		-	174,40	674,95
<i>Economy class</i>		-	139,77	479,73
<i>Business class</i>		-	34,63	195,22
Total business air travel		-	190,04	707,87

Business travel by train	u.m.	2020	2021	2022
<i>Regional trains (not high speed)</i>	tCO2e	-	0,06	0,04
<i>High-speed trains</i>		-	0,08	0,16
Total business travel by train		-	0,14	0,20

305-4 – GHG EMISSIONS INTENSITY

Table 42. GHG emission intensity related to the Italian companies

Emissions intensity	UOM	2020	2021	2022
Units produced	n		2093.00	1493.00
<i>Emissions intensity</i>	tCO2e/n	-	1.43	2.35

303-3 – WATER WITHDRAWAL

Table 43. Water withdrawal related to the Italian companies

Water withdrawal by source	UOM	2020		2021		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
- Surface water	Megaliters	-	-	-	-	-	-
- Groundwater		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water		12,258	-	15,719	-	16,030	-
<i>of which fresh water (≤1,000 mg/l total dissolved solids)</i>		12,258	-	15,719	-	16,030	-
<i>of which other water types (>1,000 mg/l total dissolved solids)</i>		-	-	-	-	-	-
Total water withdrawal		12,258	-	15,719	-	16,030	-
<i>of which fresh water (≤1,000 mg/l total dissolved solids)</i>		12,258	-	15,719	-	16,030	-
<i>of which other water types (>1,000 mg/l total dissolved solids)</i>		-	-	-	-	-	-

303-4 – WATER DISCHARGE

Table 44. Water discharge related to the Italian companies

Water discharge by destination	UOM	2020		2021		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Italian companies							
- Surface water		-	-	-	-	-	-
- Groundwater (irrigation wells)		-	-	-	-	-	-
- Sea water		-	-	-	-	-	-
- Produced water		-	-	-	-	-	-
- Third-party water	Megaliters	7,070	-	9,597	-	10,175	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		7,070		9,597		10,175	
of which other water types ($> 1,000$ mg/l total dissolved solids)							
Total water discharge		7,070	-	9,597	-	10,175	-
of which fresh water ($\leq 1,000$ mg/l total dissolved solids)		7,070	-	9,597	-	10,175	-
of which other water types ($> 1,000$ mg/l total dissolved solids)		-	-	-	-	-	

303-5 – WATER CONSUMPTION

Table 45. Total water consumption related to the Italian companies

Total water consumption	UOM	2020		2021		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Italian companies							
Total water withdrawal	m ³	12,258	-	15,719	-	16,030	-
of which fresh water (≤1,000 mg/l total dissolved solids)		12,258	-	15,719	-	16,030	-
of which other water types (>1,000 mg/l total dissolved solids)							
Total water discharge		7,070	-	9,597	-	10,175	-
of which fresh water (≤1,000 mg/l total dissolved solids)		7,070	-	9,597	-	10,175	-
of which other water types (>1,000 mg/l total dissolved solids)							
Total water consumption		5,188	-	6,122	-	5,855	-
of which fresh water (≤1,000 mg/l total dissolved solids)		5,188	-	6,122	-	5,855	-
of which other water types (>1,000 mg/l total dissolved solids)		-	-	-	-	-	-

Table 46. Water consumption per worker related to the Italian companies

Total water consumption	UOM	2020		2021		2022	
		All areas	Areas with water stress	All areas	Areas with water stress	All areas	Areas with water stress
Italian companies							
Total water consumed	Megaliters	5,188	-	6,122	-	5,855	-
Average total number of workers	no.	88,294	-	93,996	-	126,199	-
Water consumption per worker	Megaliters /no.	0.059	-	0.065	-	0.046	-

204-1 – PROPORTION OF SPENDING ON LOCAL SUPPLIERS

Table 47. Proportion of spending on local suppliers per Region

REGION	% of spending on local suppliers
Italy	94.62%
Europe	98.70%
Asia	97.32%
America	94.99%
Africa	NA

The above reporting considers CRIF Group companies managed in SAP (Corporate ERP). For these companies, the purchases managed by Procurement (via the SAP purchasing module) were taken into consideration.

308-2 and 414-2 – NEGATIVE ENVIRONMENTAL AND SOCIAL IMPACTS ON THE SUPPLY CHAIN

Table 48. No. and % of suppliers assessed for environmental and social impacts.

	2022
No. of Italian suppliers assessed for environmental and social impacts	371
No. of Italian suppliers identified as having significant actual and potential negative environmental and social impacts. ⁴	16
Total Italian suppliers	1664
% suppliers assessed out the total	22%

⁴ No. of Suppliers registered on Synesgy with a negative score ('E' score). Synesgy's KPIs are included in the Vendor Rating calculated on the E-Procurement platform and updated in the event of changes, allowing continuous monitoring of the supplier.

GRI CONTENT INDEX

Statement of Use	CRIF Group submitted a report in accordance with GRI standards for the period from January 1 to December 31, 2022
GRI 1 used	GRI 1 - Foundation 2021
Relevant GRI industry standards	N/A

GRI STANDARD	DISCLOSURE	DESCRIPTION	REFERENCE PAGE	OMISSIONS		
				OMITTED REQUIREMENTS	REASON	EXPLANATION
GRI 2 - General Disclosures 2021	2-1	Organizational details	104			
	2-2	Entities included in the organization's sustainability reporting	100			
	2-3	Reporting period, frequency and contact point	100			
	2-4	Restatements of information	107; 113			
	2-5	External assurance				
	2-6	Activities, value chain and other business relationships	7; 9; 10; 24; 25; 26; 28; 48; 49; 50; 53; 54			
	2-7	Employees	105			
	2-8	Workers who are not employees	106			
	2-9	Governance structure and composition	11			
	2-10	Nomination and selection of the highest governance body	11			
	2-11	Chair of the highest governance body	11			
	2-12	Role of the highest governance body in overseeing the management of impacts	13			
	2-13	Delegation of responsibility for managing impacts	13			
	2-14	Role of highest governance body in sustainability reporting	13			
	2-15	Conflicts of interest	20			
	2-16	Communication of critical concerns	No critical concerns requiring reporting to BoD members emerged during the reporting period			
	2-17	Collective knowledge of the highest governance body	75			
	2-18	Evaluation of the performance of the highest governance body	A procedure for the evaluation of the performance of the highest governing body is not required by the regulatory provisions			
	2-19	Remuneration policies	68; 69			
	2-20	Process to determine remuneration	68; 69			
	2-21	Annual total compensation ratio				Strictly confidential information
	2-22	Statement on sustainable development strategy	5			
	2-23	Policy commitments	70; 97			

GRI 2 - General Disclosures 2021	2-24	Embedding policy commitments	36; 37; 38; 39			
	2-25	Processes to remediate negative impacts	36; 37; 38; 39			
	2-26	Mechanisms for seeking advice and raising concerns	21			
	2-27	Compliance with laws and regulations	No cases of non-compliance with laws and regulations have emerged			
	2-28	Membership associations	14; 15; 16; 40			
	2-29	Approach to stakeholder engagement	28; 29			
	2-30	Collective bargaining agreements	In Italy, 100% of employees are covered by collective bargaining agreements.			
MATERIAL TOPICS						
GRI 3 - Material Topics 2021	3-1	Process to determine material topics	30; 31; 32; 33; 34			
	3-2	List of material topics	35			
BUSINESS ETHICS AND ANTI-CORRUPTION						
GRI 3 - Material topics -Version 2021	3-3	Management of material topics	20			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	104			
GRI 205: Anti-Bribery 2016	205-3	Confirmed incidents of corruption and actions taken	No incidents of corruption were identified in 2022			
CONSUMI ENERGETICI						
GRI 3 - Material Topics 2021	3-3	Management of material topics	99			
	302-1	Energy consumption within the organization	111			
	302-2	Energy consumption outside the organization – Business Trips Category	114			
	302-3	Energy intensity	112			
	303-3	Water withdrawal	114			
	303-4	Water discharge	115			
	303-5	Water consumption	115			
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	3-3	Management of material topics	97; 98			
	305-1	Direct (Scope 1) GHG emissions	113			
	305-2	Energy indirect (Scope 2) GHG emissions	113			
	305-3	Other indirect (Scope 3) GHG emissions – Business Trip Category	113			
	305-4	GHG emissions intensity	114			

SUPPLY CHAIN					
	3-3	Management of material topics	24; 25; 26		
	204-1	Proportion of spending on local suppliers	115		
	308-2	Negative environmental impacts in the supply chain and actions taken	115		
	414-2	Negative social impacts in the supply chain and actions taken	115		
INVESTMENT IN TALENT, TRAINING AND DEVELOPMENT PROJECTS					
	3-3	Management of material topics	67; 72; 74; 76		
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	404-3	Percentage of employees receiving regular performance and career development reviews	108		
WELLBEING AND HEALTH & SAFETY					
	3-3	Management of material topics	77; 80		
	403-1	Occupational health and safety management system	80		
	403-2	Hazard identification, risk assessment, and incident investigation	80		
	403-3	Occupational health services	80		
	403-4	Worker participation, consultation, and communication on occupational health and safety	80		
	403-5	Worker training on occupational health and safety	80		
	403-6	Promotion of worker health	80		
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	80		
	403-8	Workers covered by an occupational health and safety management system	80		
	403-9	Work-related injuries	107		
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	3-3	Management of material topics	70; 71		
	405-1	Diversity of governance bodies and employees	12; 109		
	405-2	Ratio of basic salary and remuneration of women to men	110		
SUPPORT TO LOCAL COMMUNITIES AND ASSOCIATIONS					
	3-3	Management of material topics	84		
INNOVATION AND DIGITALIZATION					
	3-3	Management of material topics	59		
RELIABILITY AND SERVICE QUALITY & CONSUMER SATISFACTION					
	3-3	Management of material topics	51; 55; 56; 58		
	417-3	Cases of non-compliance concerning marketing communications	No cases of non-compliance were identified in 2022		
CYBERSECURITY					
	3-3	Management of material topics	23		
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	No cases of non-compliance were identified in 2022		
BUSINESS CONTINUITY					
	3-3	Management of material topics	51		



